



**AIRPORTS COUNCIL
INTERNATIONAL**

Annual Report

2008

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Dear ACI members,

I began my two-year term as Chairman of the ACI World Governing Board in January 2008. Since then, I have worked with fellow Board members from all of the ACI regions to strengthen the influence of our association and to promote excellence in all airports. ACI speaks out on our behalf in multiple forums, strengthening our voice with key industry partners and stakeholders, including airlines, air navigation service providers, international aviation organisations, governments, civil aviation authorities and regulators.

Safety and security, of course, form the foundation of our industry and consume the predominance of our resources. We can be proud of ACI's achievements in not only producing valuable guidance material and training for members but also for positioning airports to exert more influence in setting global safety and security regulations.

At present, the spotlight is focused on two other issues in which I have been heavily involved as Chair. The first is the environment, particularly climate change. In 2007, ACI joined forces with the Air Transport Action Group (ATAG) in building a cross-industry campaign that has turned its focus on setting targets and developing a roadmap to reduce our carbon footprint. The industry's commitment was sealed at the April 2008 "Aviation & Environment Summit" in Geneva where, on behalf of ACI members, I signed the pioneering Summit Declaration alongside CEOs from all branches of the aviation industry. As you will see in the report, we are taking concrete actions to fulfil our commitment, with ACI Europe taking the lead with the most ambitious steps.

The second key issue is the defence of airports' economic viability. Airport user charges in particular and economic control over airports in general are being targeted as scapegoats for airline financial problems. In September I will join the ACI delegation in a major ICAO forum, the Conference on the Economics of Airports and Air Navigation Services, where we will present our arguments to the State delegations who will decide on the level of economic regulation to impose on airports.

Customers are at the centre of all our actions. The commitment of airport managers to understanding passengers' needs and improving their airport experience is manifested in the growth of the ACI Airport Service Quality programme (ASQ), which now counts almost 150 airport participants. ASQ facilitates an airports ability to deliver world class services and raise our professional performance levels.

I will continue to take a proactive role as ACI Chairman. Our airports are strategic development tools in this increasingly global economy, and we must work closely with all our partners in taking calculated risks together. ACI helps us to meet this challenge. I take this opportunity to thank the ACI members, both airports and World Business Partners, who participate in this work via the World Governing Board, the Regional Boards, and our standing committees and working groups. Thanks to you, ACI is empowered to take a leadership role in the aviation industry.

James C Cherry

Chairman,
 ACI Airports Council International
 President and CEO,
 Aéroports de Montreal





Angela Gittens
Director General,
Airports Council International



I am pleased to introduce this year's annual report, which highlights key ACI achievements and activities aimed at helping airport operators contend effectively with the many challenges in airport management today.

As a former airport director, I know that those challenges emanate from unique local issues, special regional issues, and increasingly, by issues arising outside of the airport's national borders and regulated by international policies and practices. While, in this report, we emphasise those issues that affect all airports, we also spotlight a few of the numerous initiatives pursued by the five ACI Regional offices that are specifically tailored to meet member needs in each region.

Each region has a unique context. ACI Asia-Pacific, ACI Africa and ACI Latin America-Caribbean have members from many nations and the regions' initiatives and the scope of their member services reflect this multiplicity of governmental and regulatory interfaces. ACI Europe also covers a diverse array of nations, but many of them are members of the European Union, so a primary focus is on the EU legislative processes that ultimately affect all European members and relations abroad. ACI North America, the largest aviation market, covers two nations: USA and Canada. Working closely with the Canadian Airports Council, ACI North America ensures that the common needs of members in both countries are fully covered.

Whatever the region, change is a staple for airports. For the past three years, the industry has steadily resumed its previous growth vitality after the impacts of the September 11 attacks and the SARS outbreak. In 2007, airports reported excellent traffic growth, handling 4.8 billion passengers and 88.5 million metric tonnes of cargo – an all-time high. In many major hubs, adequate capacity once again became our greatest concern.

2008 has brought yet another rapid change. The entire aviation community is wrestling with a series of pressure points – volatile and less accessible credit markets, persistently high fuel prices, aging kerosene-hungry fleets, a general economic slowdown, the threat of heightened government controls and taxation, and growing customer dissatisfaction with delays at congested hubs.

To adapt to the difficult business climate, many airlines are cutting routes and services on short notice. Yet airports live by the sustainability rule; we plan for and invest in infrastructure that is designed to meet tomorrow's needs, not transitory market fluctuations. Calls for generic reductions in the cost and maintenance of infrastructure are disingenuous.

The evaluation of long-term expectations drives the airport planning and development process. ACI's most recent global traffic forecasts anticipate a two-year slowdown before underlying demand once again pushes new growth to a higher pace. Successfully navigating through difficult times calls for methodical evaluation and good communication with our industry partners.

The ACI World Governing Board establishes strategic priorities and initiatives to serve member interests under all conditions. So that the industry framework encourages positive growth, we work to have regulators understand our business constraints and consult with us before developing any regulations or policies.

ICAO, the most influential forum for civil aviation, is where industry-wide standards are defined. Once agreed by the member States, each country and its civil aviation authority implements the guidelines and recommended practices at a national level. ACI represents airports by providing input to the ICAO conferences, panels, committees and working groups that constitute the process by which standards are developed in the fields of safety, security, environment and economics. We thank and salute the hard-working airport and business partner members that contribute their time and talent to these efforts. This is crucial work that has implications for every airport in the world.

We are justifiably proud of aviation's excellent safety record. ACI places top priority on the work carried out through ICAO to develop the global standards on which this performance relies. Industry cooperation among airports, airlines, air traffic control organisations and civil aviation authorities ensures that implementation is harmonised and effective.

ADVOCACY

ACI was awarded observer status on the Air Navigation Commission (ANC) this year and can now contribute more actively to the ANC work on aviation safety improvements. The ACI Safety and Technical Standing Committee, under Chairman Bryan Thompson (ACSA and GVK), takes full part in this work, and many volunteers from airports join ICAO Panels and Working Groups.

INITIATIVES

ACI has contributed to three major safety enhancement initiatives at ICAO:

- The Industry Roadmap for Aviation Safety, which establishes a common frame of reference for all aviation stakeholders and detailed guidance on the implementation of 12 focus areas
- ICAO Global Aviation Safety Plan (GASP) is a strategic document that integrates the Roadmap, providing the planning methodology that will lead to global harmonisation in the area of safety
- The Comprehensive Regional Implementation Plan for Aviation Safety in Africa (AFI Plan), which stresses clearly defined objectives, outputs, activities and metrics



From top to bottom, photos courtesy of: Kenya Airports Authority, AIG, Geneva International Airport, BTEE



Photo: Singapore Changi Airport. Courtesy of AirTeamImages.

Other key activities at ICAO include contributions to the revision process for the Annexes to the Chicago Convention, in particular Annex 14, as well as input for the Safety Management Manual and for a wide range of technical issues (Air Traffic Management Requirements and Performance Panel, Instrument Flight Procedures Panel and Navigation Systems Panel). ACI will take part in the Divisional meeting on Accident Investigation and Prevention in October 2008, raising issues of concern to airports.

In October ACI will publish the revised edition of the *Apron Markings and Signs Handbook*, prepared under the guidance of the Operational Safety Subcommittee, chaired by Andrew Badham (BAA) and reviewed by the ICAO Visual Aids Working Group. The handbook contains improved guidance and gives alternatives for making better use of limited apron space.. Projects in the pipeline for 2009 include ACI guidance on Safety Management Systems, Safety Performance Indicators, Safety Auditing and Emergency Response Planning.

Safety training is an ACI priority. The ACI World Safety Seminar in Beijing in November 2008 will cover the ICAO safety initiatives, runway safety issues, excursions and incursions, safe airside operations, developments in technology, wildlife hazard management and human factors in safety.

WORKING WITH AVIATION PARTNERS

ACI participates in numerous industry-wide safety projects:

- Flight Safety Foundation's Runway Safety Initiative (RSI), which will produce new guidance on Runway Excursions in 2009
- The International Industry Working Group (IIWG), which is studying compatibility of new aircraft types with airports
- FAA's Call to Action meetings to address runway safety, with most US airports now in compliance with requirements to upgrade lighting and other elements for better runway safety
- FAA's Takeoff and Landing Performance Assessment Aviation Rulemaking Committee, which is expected to complete its recommendations on landing length by the end of 2008
- A new agreement signed between ACI Africa, AFRAA and AFCAC in 2008, to strengthen coordination across a broad range of safety, security and business issues; a joint council will identify common projects and drive their implementation
- IATA committees related to safety, e.g. Airside Safety and Disabled Aircraft Recovery, and the new IATA ISAGO Ground Handling Audit programme, which is related to airport operators' overall safety responsibility
- Chair for the multi-stakeholder Boeing 747-8 Airport Compatibility Group (BACG), which has drafted a common position with respect to operation of the 747-8 aircraft at existing airports that currently do not meet ICAO Code F specification
- Chair for the Working Group on ILS Critical and Sensitive Areas and Holding Points (ICAHP) set up at the request of Airbus and several civil aviation authorities, with the objective to produce a common regulatory position on ILS-related matters for New Large Aircraft
- Member of the "roster of experts" at The World Health Organisation (WHO), providing airport input for the WHO International Health Regulations and airport response planning for health issues

Security



Security threats have changed the face of aviation in the past four decades. To counter the threat of terrorism, airports are required to implement measures that affect airport processing procedures, airport terminal design and staffing needs. Security and facilitation issues are inextricably linked, and ACI works to minimise the inconvenience to the passenger by promoting a harmonised approach worldwide.

ADVOCACY

The imposition of the restrictions on the carriage of liquids, aerosols and gels in late 2006 had a severe impact on passengers and the industry, in particular duty free sales. The World Facilitation & Services Standing Committee, under the leadership of Greg Moix (San Francisco) and the World Security Standing Committee, chaired by Bart Mos (Schiphol), have worked in unison to alleviate this impact.

ACI responded quickly to the crisis, forming a cross-industry interest group, which developed early proposals for harmonising the implementation of these restrictions worldwide. Throughout 2007, ACI actively participated in the ICAO Secretariat Study Group, which developed security guidance materials for their State members, later endorsed by the ICAO Aviation Security Panel in May 2008.

ACI World has worked closely in support of ACI Europe and ACI North America in their respective efforts to influence regulatory rule making and better understanding efforts that are expected to lead into mutual recognition agreements which will further improve the facilitation of passengers travelling across the Atlantic.

Advocacy at ICAO has brought good results for airports in other security enhancement efforts:

- Security Management Systems (SeMS) have been put forward for adoption in Annex 17, which would have significant implications for airports. Therefore ACI has called for further evaluation and proving of the SeMS concept. An ICAO workshop organised for later this year will take this work forward
- ICAO had drafted significant changes to the Prohibited Items List, which ACI strongly opposed, and the counterproposal was adopted

The Integrated Airport Centre at Hong Kong International Airport, enables rapid and efficient detection and response to emergencies. Photo courtesy of HKIA (opposite).





INITIATIVES

ACI continues to develop best practices and industry standards. The World Security Standing Committee (WSSC) has identified two key areas of focus in this area: human factors and quality assurance.

ACI has initiated a cooperative effort with the International Transport Security Human Factors Technical Advisory Group (InterTAG), which coordinates research worldwide into aviation security human factor best practices. The aim is to adapt these practices into practical reference guides for use by airport managers, which will be supported through courses provided by the ACI Global Training Hub.

The WSSC will also develop best practices and training in airport security quality assurance, as part of its 2008-2009 work plan. Additionally, ACI is participating in the ICAO Aviation Security Panel, Guidance Material and Amendment 12 to Annex 17 'Security' Working Groups, and in the Panel study into the SeMS concept.

ACI Regional offices are taking a leadership role in key security initiatives:

- The Africa Aviation Security Working Group, established under the auspices of the African Civil Aviation Commission (AFCAC) to develop a roadmap for the improvement of aviation security in Africa
- New ACI Asia-Pacific Regional Security Committee, for better coordination on security issues and regional input on regulatory issues
- The US Joint Planning and Development Office (JPDO) Aviation Security Working Group, whose mission is to achieve a multi-layered security solution to detect and defeat various levels of threat under NextGen
- The EU special advisory group on aviation security (on-going basis for the European Commission, national authorities and the European Parliament)
- The newly established European Security Research Innovation Forum (ESRIF) which sets priorities and makes recommendations for the allocation of EU funding for security research
- European Commission's adoption of a legal framework allowing for the recognition by the EU of the security regimes applied at non-EU/EEA/Swiss airports to eliminate the confiscation of liquids and gels from transfer passenger originating from these airports
- Successful lobbying for the withdrawal by the EU of a regulation limiting the size of cabin baggage, before its entry into force

Hong Kong International Airport's baggage handling system operates around the clock, managing on average 110,000 pieces of luggage each day. Photo courtesy of HKIA (opposite).

Service Delivery

Excellent customer service is a requirement in today's competitive environment. Discerning passengers will pick the airport that can offer the most seamless and efficient journey. Their perception of service can be a determining factor in building an airport's customer base and in the success of an entire operation.

ADVOCACY

ACI promotes the integration of new technologies using global standards that improve both the customer and agent interfaces and is an active participant in the major cross-industry initiative Simplifying Passenger Travel (SPT) to design the 'Ideal Process Flow'. Airports are implementing key components of SPT, such as automated passenger and staff clearance using biometrics. ACI supports forums for exchange of information, such as the 4th Symposium and Exhibition on ICAO Machine Readable Travel Documents (MRTDs), Biometrics and Security Standards, in October 2008.

ACI participates in the ICAO Facilitation Panel working group tasked with considering more prescriptive requirements in Annex 9 "Facilitation" regarding the accommodation of Persons with Reduced Mobility (PRM). In tandem, ACI is updating its handbook Airport and Persons with Disabilities for issue in 2009, in particular to reflect new requirements in the EU. ACI Europe has worked closely with aviation stakeholders to set up a comprehensive system for data transfer to facilitate seamless and efficient handling of PRMs and has carried out a member information campaign concerning the new rules as well as holding several workshops involving all interested parties.

ACHIEVEMENTS

In 2007 ACI, IATA and ATA adopted the Common Use Passenger Processing Systems (CUPPS) Recommended Practice – a landmark achievement that ensures the inter-operability of common use processing systems and applications (effective mid-2009, after proving trials are completed).





Photo: Dubai International Airport. Courtesy of Airliners.net.

The Airport IT Sub-Committee, chaired by Kees Jans (Schiphol) develops best practices, and the 2007 publication of the Common Use IT Handbook provides an excellent guide to airports planning and implementing common use solutions.

Another recommended practice nearing completion is the Aviation Information Data Exchange (AIDX). This RP will establish standard protocols for exchanging data between airlines, airports and service providers. Airports are expected to reap huge savings in IT-related operating expenditure in the years to come. ACI thanks both Samuel Ingalls (Las Vegas) and Jim Miller (Denver) for their leadership in these projects.

A Passenger Data Exchange Project, which is being incorporated into the AIDX Working Group project, will enable airport processes to automatically query airline passenger reservation and departure control systems. This brings the added security benefit of allowing airports to verify the validity and authenticity of a home-printed boarding pass at the entry to the restricted area.

UNDERSTANDING OUR CUSTOMERS

The Airport Service Quality Survey is now widely accepted as the leading industry benchmark for customer satisfaction, with the number of airports in the programme increasing from 85 in 2007 to 121 in 2008. As well, an additional 19 airports joined the ASQ Regional survey for airports with fewer than 2 million passengers annually. Over 50% of the 100 largest airports are participating in the survey, including 19 out of the top 20 in Europe.

Taking the "toolbox" approach, three new ASQ programmes were added in 2008 to expand the scope of the benefit to airports. They include:

- **ASQ Performance** provides airports with a metric and benchmarking tool for measuring the efficiency of airport facilitation processes
- **ASQ Assured** benchmarks and certifies an airport's service quality management system to industry best practice
- **ASQ Management**, which is expected to be launched in late 2008, will provide airports with best practice guidance on planning and implementing service improvement strategies

Five airports have already enrolled in the Performance and Assured programmes, and to date, Kuala Lumpur International Airport and Abu Dhabi International Airport have been certified.

The improvement in the average overall satisfaction rating of passengers in the ASQ Survey, year-on-year, since 2006 shows that the programme helps airports to better understand the needs of their customers and where to focus their improvements. ACI honours, through the annual ASQ Awards, those airports that have continued to lead the industry in the pursuit of service excellence.

ASQ has also gained recognition with governments, as in Latin America where airports are being encouraged to use the ASQ benchmarking tool within broader travel and tourism initiatives.



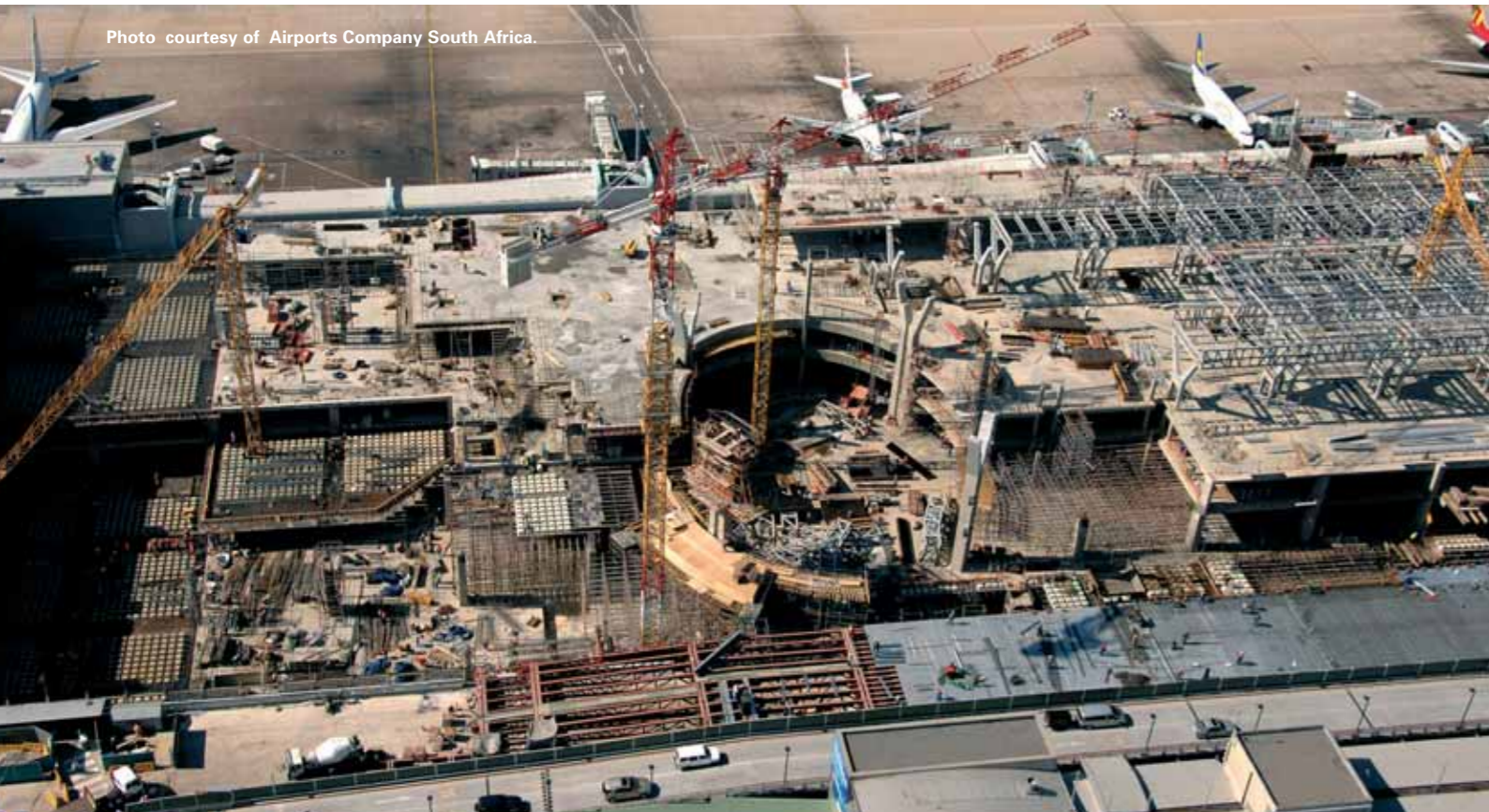
In today's globalised environment communities rely on aviation to connect multiple markets. An airport is thus an integral piece of a city's infrastructure for maximising its business growth potential.

ADVOCACY

Our customers, the airlines, and aviation regulators do not always readily understand airport business models and their constraints. While airports and airlines rely on one another to operate efficiently, the respective ability of each to adapt to changes in consumer demand is fundamentally different. Airlines are able to respond to fluctuations by increasing or retiring capacity, routes and services. Airports, on the other hand, have enormous investment in fixed assets that cannot be downsized quickly and overhead costs that cannot be compressed. It means that airlines can take a short-term view, whereas airports must work within a long-term planning framework. Appreciating this fundamental difference is necessary if we are to work effectively as partners in building a sustainable future for aviation.

This year, the World Economics Standing Committee, under the leadership of Chairman Leo Fermin (SFO), developed ACI's positions on airport economics. Five papers were submitted in August for the ICAO Conference on the Economics of Airports and Air Navigation Suppliers (CEANS) held in Montreal in September 2008. ACI's positions on economic oversight, performance management, consultation with users, and charges will eventually be incorporated in the ACI Policy Handbook. Members were encouraged to join State delegations to give strong voice to ACI's positions.

Photo courtesy of Airports Company South Africa.



Gates
Restaurant
News/Gift
Restrooms
ATM/Tele



Bottom photo courtesy of Houston Airport System.

ANALYSIS

Economics Survey 2007: ACI, with the support of the Economics Committee, issued a revised economics survey questionnaire this year, asking participating members for better structured and more detailed information on financial performance. The new report will be issued in December 2008. The 2007 report contained data from 677 airports representing almost 70 percent of global air traffic.

World Airport Traffic Report 2007 (WATR) ACI released the report in July 2008. Top-line figures show 4.8 billion passengers, up 7 percent from 2006; 88.5 million tonnes of cargo, up 3 percent; 76 million aircraft movements, up 2.4 percent. Around 80 percent of airports worldwide had positive passenger growth in 2007 and together, these airports represent 87 percent of passenger traffic.

ACI Traffic Forecast Report 2008 – 2027 foresees that global passenger traffic will increase at a slower pace in 2008 and 2009 as external factors such as the credit crunch, slowing economies and rising fuel prices have a negative impact on consumer spending and consequently on air travel. Global passenger volumes will surpass the 5 billion mark by 2010 and reach 10 billion – or 28 million passengers per day – by 2027. Over the next 20 years, world passenger volumes will rise by 4.2 percent annually, mainly driven by international traffic growth (4.5 percent/pa).

INITIATIVES WORLDWIDE

Liberalisation: ACI Africa joined the Club of Ready and Willing (CREW), an initiative launched by the African Airlines Association (AFRAA) to boost the implementation of the Yamoussoukro Decision and is working actively with the African Civil Aviation Commission (AFCAC), the executing agency.

Capacity: ACI Europe is collaborating with EUROCONTROL on a comprehensive report aimed at assessing the present and future airport capacity available in the European network, and confronting it with expected demand trends, due out late 2008.

Best Practice: "An Efficient and Sustainable Airport Management Model" is the main theme for the 17th ACI-LAC Regional Assembly which takes place in Panama, November 2008.

Legislation: ACI North America secured in Federal Aviation Administration (FAA) reauthorization legislation a \$7.00 Passenger Facility Charge (House bill) and record level of Airport Improvement Program (AIP) funding (House and Senate bills).

Policy: Department of Transportation (DOT) amendments to its "Policy Regarding the Establishment of Airport Rates and Charges," confirming the ability of airports to implement two-tier pricing and recover the financing costs of capacity expansion projects before they are completed.

Environment

There is broad international agreement that climate change is an issue of global significance and aviation has been the target of much attention in this sphere. While aviation as a whole accounts for only two percent of worldwide CO₂ emissions, it is committed to reducing its environmental impact. The resolution adopted at the 2007 World Assembly demonstrates our members' willingness to do their share in carbon footprint reduction.

ACHIEVEMENTS

The World Environment Standing Committee is chaired by Emanuel Fleuti (Zurich) with vice-chair Elizabeth Leavitt (Seatac). Achievements in the past year include:

- 2007 WAGA Resolution on the environment calling on airports to commit to environment goals including infrastructure, vehicles, recycling and carbon emissions
- Co-sponsorship and organisation of the third Aviation & Environment Summit, with Air Transport Action Group (ATAG), Civil Air Navigation Suppliers Organisation (CANSO), International Air Transport Association (IATA) and International Coordinating Council of Aerospace Industries Associations (ICCAIA)
- A joint ACI-CANSO workshop on good environmental practices at airports and in cooperation with air navigation service providers
- An aviation industry declaration made at the third Aviation & Environment Summit, signed by both the ACI Director General and the ACI Chairman
- Redevelopment of the environment section of the ACI Policy Handbook into an on-line Policies and Recommended Practices document

ON-GOING WORK

The current work programme is focused on six major developments:

- The compilation of a series of case studies of environmental projects worldwide and the benefits accrued – the Workable Solutions Compendium – to provide guidance for airports on possibilities for their own implementation
- In Europe, an industry accreditation scheme offering European airports a common tool for the mapping, reporting and reduction of their carbon emissions with the possibility of becoming carbon neutral
- In North America, a survey to benchmark the environmental initiatives and practices undertaken by member airports in broad areas such as energy efficiency, air quality, noise, and water conservation
- An environmental colloquium for airports in the Africa and Middle East regions will be held in Cairo in November to promote sustainability and environmental management covering noise, water, air, climate change, recycling, wildlife and habitat



Left to right, photos courtesy of:
Birmingham International Airport
Topsonic



- The development of detailed guidance material on CO2 emissions inventories for airports and assistance for airports worldwide to conduct such inventories
- In conjunction with ATAG, the development of industry goals relating to efficiency and CO2 emissions in order to assist ICAO's efforts and put into action commitments in the Summit Declaration

ADVOCACY

ICAO's Committee on Aviation Environmental Protection (CAEP) next meets in Feb 2010. CAEP has been instructed to prioritise all work items relating to climate change. The major items involving ACI on the agenda include the following:

- A new NOx stringency standard for new aircraft types
- A report on the 30-year global trends of noise, local air quality and greenhouse gas emission and the assessment of ICAO's goals on these
- Guidance material and reports on airport air quality, aircraft noise certification, curfews, encroachment and noise abatement procedures

ACI will be advocating the inclusion of a new aircraft noise stringency standard for inclusion on the work programme for the CAEP/9 meeting in 2010.

ICAO has established the Group on International Aviation and Climate Change (GIACC) a high-level group of representatives from 15 governments tasked with drafting an Action Plan for aviation to address the issue. Outputs are expected to include operational, technical and market-based measures and "aspirational goals on fuel efficiency". ACI Chairman Jim Cherry made a presentation to their first meeting to provide information and set forth ACI positions.

A strong supporter for inclusion of aviation in the EU Emissions Trading Scheme, ACI Europe has closely monitored legislative developments. The design elements agreed between the EU institutions involved are a cause of concern for members, and ACI continues to denounce the lack of a clear and unambiguous EU policy direction reconciling the growth of aviation with ambitious environmental objectives.

Heathrow Airport, T5A
main terminal building
(southern elevation)

www.baa.com/photolibrary



Performance Excellence

A chief ACI objective is to provide members with industry knowledge, advice, and assistance to foster professional excellence in airport management and operations.

TRAINING

At the World level, formal training is organised through six programmes:

Airport Management Professional Accreditation Programme (AMPAP), launched in mid-2007, is a joint ACI and ICAO global management training programme unique in the industry. Successful completion of the programme leads to the issuance of the International Airport Professional (IAP) designation whose holders will be recognised by both ACI and ICAO as having met rigorous standards for expertise in the field of airport management. Some 120 candidates from 38 countries entered the programme in its first 14 months. ACI and ICAO will jointly award the IAP designation to the first graduates – 18 individuals from ten countries – on September 22, 2008 during the ACI World General Assembly in Boston.

ACI's Global Training Hub attracted over 1200 airport staff members in 2007. GTH Certificate courses are professional classroom courses designed to enhance the competencies of airport personnel from entry through to management levels. These courses are delivered by expert instructors with extensive technical know-how in the airport industry and pedagogical experience in the field. Specially designated courses may serve to fulfil the AMPAP elective requirement for those candidates.

The most recent addition to training is the **ACI Online Learning Centre (OLC)**. These online training modules will allow airport employees to perform their jobs safely, securely and more effectively within national and international regulatory compliance to deliver their airports' objectives. The courses offered incorporate business, IT and airport specific topics, meeting ICAO and FAA requirements where applicable.

The **Airport Executive Leadership Programme (AELP)** is specially designed for future leaders of the global airport industry. The AELP offers practical strategies to handle senior-level executive responsibilities in an effective manner and provides a forum for future networking among alumni. To date, 75 participants from 32 countries have attended the four sessions that have been offered.

ACI offers **in-house/tailored training** based on AELP and GTH certificate programmes to airports and World Business Partners upon request.





Photo courtesy of: Munich Airport

The ACI Fund for Developing Nations' Airports, built on the generosity of colleague airport operators worldwide, opens the door to professional development for airport managers from developing nations. In doing so, the community of airports contributes in a very tangible way to safeguarding and enhancing professional standards at airports worldwide.

The ACI Fund manages five principal services: training seminars, scholarships to fee-basis ACI training courses, free advisory support missions at the airports, airport- to-airport equipment donations and advisory assistance in processing funding requests to the World Bank.

Since its establishment in 1993, the ACI Fund has organized 32 training seminars attended by 1147 airport managers from 91 countries. These seminars have been delivered by more than 181 instructors, each an expert in his/her field, teaching in English, French, Spanish, and Russian.

EVENTS

ACI conferences and seminars help members stay abreast of the latest industry developments and provide excellent opportunities for networking with peers and industry experts from around the world.

The 2007 World Annual General Assembly convened over 600 delegates from 60 countries in Buenos Aires, Argentina, upon the invitation from Aeropuertos Argentina 2000. The main topics of the conference were leadership, sustainability and growth elaborated on by high level speakers from all parts of the industry. The 2008 Assembly takes place in conjunction with ACI North America's annual conference in Boston, Massachusetts.

In 2007, ACI launched a new conference, The Airport Business & Trinity Forum in cooperation with the Moodie Report. Over 300 airport commercial revenue experts attended the first event, hosted by Dubai Airports. In 2008, the second Forum, was hosted by the Shanghai Airport Authority and drew 350 delegates, including CEOs from almost all the major retailers, airport executives and brand managers. The third Trinity Forum will take place in March 2009 in Macau.

Looking ahead, ACI World and ACI Europe are currently planning the ACI Airport Economics and Finance Conference to take place in February 2009 in London, UK. The conference will deal with financial management, airport pricing, risk management, privatisation and airport investment.

WORLD BUSINESS PARTNER PROGRAMME

One of the key factors for successful business development is finding the right business partners. In its 15-year evolution, the World Business Partner (WBP) programme fulfils that need. This year saw 45 airport suppliers join the programme, for a total membership of 485 World Business Partners that meet and work with airports, participate at ACI conferences and exhibitions at membership rates and receive the latest information and traffic statistics for the airport industry.

Round tables organised at the different WBP meetings have presented great opportunities for members to exchange with directors of large and small airports from all regions.

From September 2008, WBP's will enjoy a dedicated website, www.wpb.aero, which displays offers and member benefits, including membership rates for the ACI e-tendering platform Aerobidz, ACI's Global Training Hub and the ACI/ICAO AMPAP courses.

→ NORTH AMERICA

- Employee screening: enactment of pilot tests at seven US airports; report to Congress fall 2008
- Environment: Workshops in conjunction with Airports Consultants Council (ACC) and the Federal Aviation Administration (FAA) to educate airport staff on the National Environmental Policy Act (NEPA) process and FAA guidance documents
- Convened sustainability "Steering Group", with representatives from each ACI-North America Standing Committees to integrate sustainability practices across all areas of the airport
- Aviation and the Environment, two-day seminar, with industry partners, as a primer for aviation industry stakeholders
- Testimony at 14 Congressional hearings in 2007-08, including issues of FAA reauthorization, environment, airport financing, employee screening, security and airline consumer protection
- Passengers First Commitment (PFC) campaign in 2007 to call attention to growing passenger needs and secure five-year infrastructure investment of USD 87.4 billion
- Workshop for airports, airlines and other stakeholders on irregular operations in 2008; action plans and "best practices" submitted to Department of Transportation's (DOT) National Contingency Plan Task Force

THREE KEY INITIATIVES, CANADIAN AIRPORT COUNCIL

- Participated as observers in the negotiations to conclude a landmark Canada-European Union Open Skies agreement
- Continued advocacy re Canada's high aviation structural costs, including airport rent
- Testified before the House Standing Committee on Industry regarding tourism competitiveness Workshop for airports, airlines and other stakeholders on irregular operations in 2008; action plans and "best practices" submitted to Department of Transportation's (DOT) National Contingency Plan Task Force

→ LATIN AMERICA & CARIBBEAN

- Safety Management Systems Seminar with ICAO, FAA and ACI-LAC instructors, Quito, May 2008.
- Seminars on regional themes: 'Hurricane Seminar' (Mexico, ASURI); 'Crisis Management in Airport Emergency Situations' (Aeropuertos Argentina 2000)
- Latin American Conference on facilitation and aviation security, Bolivia
- Airport Security Plans seminar - Trinidad & Tobago in November
- Representation on the Group of Experts in Political, Economic and Legal Affairs of the Air Transport (GEPEJTA 20)
- 16th LAC Assembly Resolution calls on members to re-examine passenger services and focus on cooperation across the airport platform with airlines and providers of public services (Security, immigration, customs)
- Declaration of Montevideo concerning airport and local airline discussions

→ AFRICA

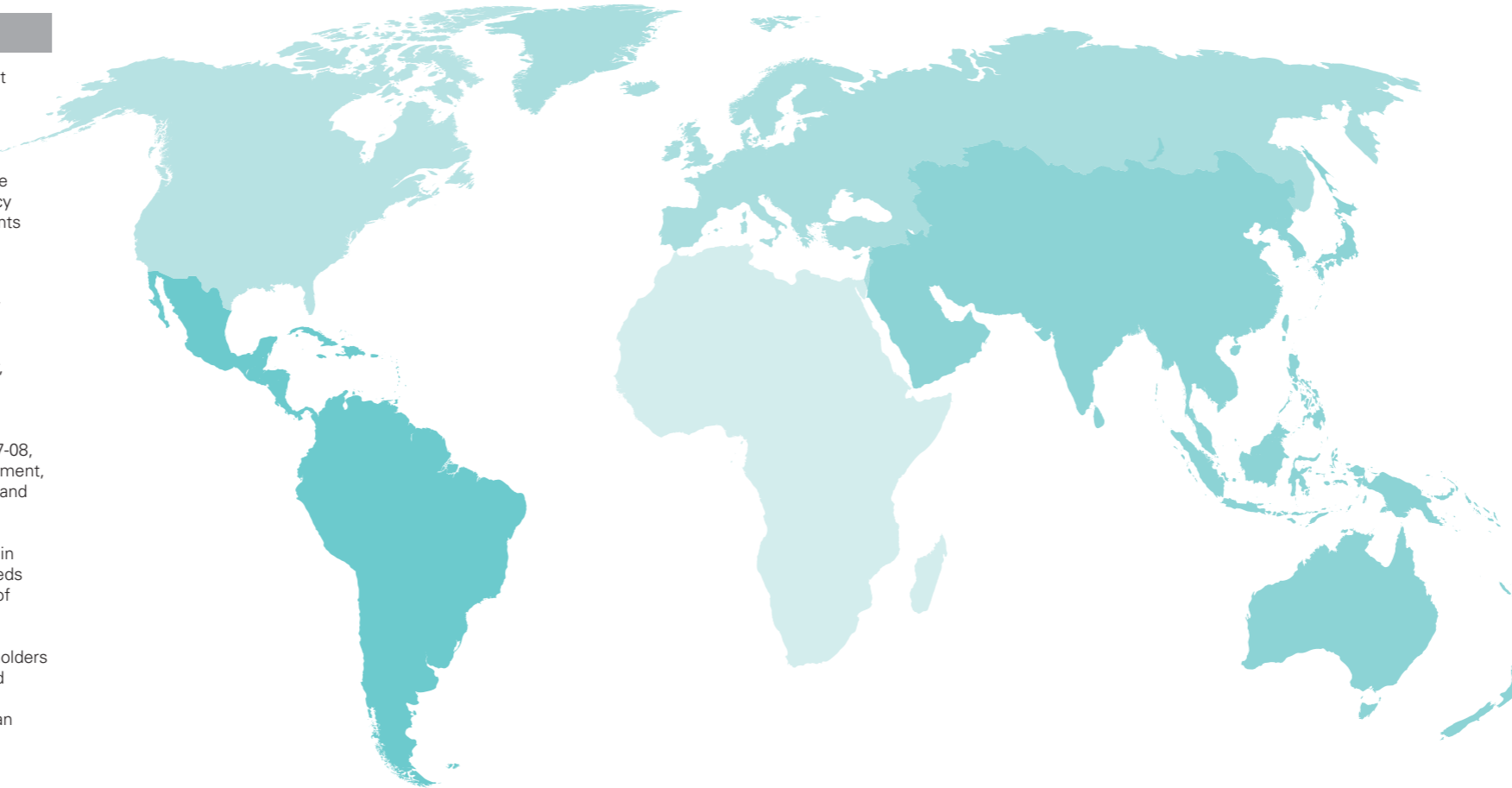
- Involvement in AFI Safety Implementation Programme
- Initiatives to improve of aviation security in Africa per declaration of Africa Union Ministers of Transport, Addis Ababa, May 2007
- Routes development: seminar on air services development, network and low-cost carriers and how to align operations and infrastructure, Cairo
- Establishment of a regional environmental sub-committee
- A 2-day Airport Environment Colloquium will be held in Cairo in November 2008 focusing on regional issues and practical solutions

→ EUROPE

- Member of the newly established 'EU Observatory on Airport Capacity'
- Review of EU framework security regulation to increase efficiency, reduce financial and operational impact
- Active participation in plans for a roadmap for the possible withdrawal of existing LAGs restrictions within the EU-27
- Liaison and representation of airports' position to the EU institutions for the forthcoming EU Directive on Airport Charges, stressing the need for the Directive to follow the well-established ICAO principles while avoiding a "one size fits all" approach
- Resolution of European airports in June 2008 committing to reduce airport-controlled carbon emissions with the ultimate goal of achieving carbon neutrality
- Ongoing development of the membership and activities of SMAG – ACI Europe's increasingly dynamic forum representing regional airports, with the 2nd Annual SMAG conference to take place in Salzburg in April 2009
- Industry carbon accreditation scheme to be launched by June 2009

→ ASIA PACIFIC

- ACI Asia-Pacific Regional Operational Safety Committee, focus on safety management of construction work on airfield, apron safety and driving training and qualifications standards
- First Airside Operations & Safety Best Practice Seminar, January 2007 in Hong Kong, PR China
- New Aviation Security Committee, initial focus on risk based approach to security management (SPT), human factors best practice and security management systems
- Asia Pacific airports luncheon, Kuala Lumpur, Singapore, Hong Kong and Nagoya garner the top five positions in the ASQ Best Airport Worldwide Awards in 2007
- New capacity stimulates travel and tourism and ultimately contributes to the overall economy, including the creation of thousands of stable jobs as the new terminals – T3 Beijing, T2 Shanghai, T3 IIAC and new airports in India such as Hyderabad International Airport – open in 2008



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