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WORLD BUSINESS PARTNERS

ACI Brexit – why it matters to ACI World Business Partners

ACI NORTH AMERICA

U.S. airport infrastructure needs near $100 billion

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ACI LAC

Interview with Martin Eurnekian

ACI ASIA-PACIFIC

Kansai Airports reimagines the pre-boarding passenger experience

YOUNG AVIATION PROFESSIONALS

2016 Young Aviation Professionals Programme

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ACI’s Regional offices
Save the Date

27th ACI Africa/World Annual General Assembly, Conference & Exhibition

Join us on 16-18 October 2017 for the ACI Africa/World Annual General Assembly, Conference and Exhibition.

Along with our host, Airports of Mauritius, we look forward to welcoming you to the beautiful island of Mauritius!

Contact us at events@aci.aero
A diversity of wildlife species, including birds, mammals and reptiles, can be found on or around aerodromes the world over. Some species of wildlife pose a risk to aviation safety as well as a financial burden. Data from the US civil aviation authority, the Federal Aviation Administration (FAA), tell us that the number of reported bird strikes increased over sevenfold from 1,847 in 1990 to a record 13,795 in 2015. For 1990–2015, 169,856 strikes were reported (FAA, 2016). Issues of wildlife hazards are pervasive in our industry, affecting airports in all regions.

Best practice is that wildlife hazards should be identified, assessed and managed through a Wildlife Hazard Management Plan, the first step of which is a Risk Assessment, an in-depth study of the probability and severity of strike per specie. Without such an assessment, mitigation efforts are less likely to be effective.

The **ACI Airport Excellence (APEX) in Safety programme** is a peer review service that provides assistance for ACI Member airports around the world, helping them improve their level of safety and compliance with the International Civil Aviation Organization (ICAO) Standards and Recommended Practices (SARPs) and ACI best practices. The core of the programme is the on-site safety review by an ACI Safety Review Team, comprised of a carefully selected team of active airport professionals that identify safety gaps and recommend solutions to address such gaps.
The peer review team routinely reviews the Host airport’s wildlife hazard management and in the case where the Host had identified wildlife as a risk needing an in-depth review, the peer review team will invite a biologist on site to help evaluate, develop and implement a Wildlife Hazard Management Plan. The APEX in Safety programme promotes a pre-emptive approach to wildlife hazard management by encouraging airports to implement key performance indicators. In 2016, both Tocumen International Airport, Panama, and Queen Beatrix International Airport, Aruba took advantage of such an in-depth review.

The contribution of a biologist is vital to understanding and manipulating the behaviour of animals. Like so much of the airport context, wildlife hazards are specific to each airport and each airport needs to develop a wildlife hazard management plan specific to that airport. No two will be exactly alike although airports can definitely learn from one another.

Further to APEX in Safety, ACI has also developed the *Wildlife Hazard Management Handbook*, which provides checklists for action, as well as an explanation of risks to be assessed and means of mitigation available. ACI Global Training also offers a course on *Wildlife Hazard Management and Prevention* which can be delivered on site in classroom mode.

This subject is clearly of great importance to regulators, industry and service providers, all of whom share a common objective of reducing the hazards of wildlife strikes to aircraft. For this reason ACI and ICAO have organized the first *Wildlife Strike Hazard Reduction Symposium*, to be held from 16–18 May 2017 at ICAO headquarters in Montreal, Canada.

The symposium will provide information on current and emerging technologies and techniques, identify best practices and allow for the exchange of practical ideas—what’s working and what’s not working. The Symposium will also feature an industry exhibition to showcase the breadth of research and development activities as well as the latest tools.

We look forward to welcoming you next month at the ICAO-ACI Wildlife Strike Hazard Reduction Symposium to focus on a critical element in our top priority, aviation safety.

Angela Gittens
Director General
ACI Sound Bites
Quotes from ACI’s Regional heads

“America’s airports have real and significant unmet needs that threaten their ability to serve their passengers, grow their local economies, and create good paying jobs. Time is of the essence. We must act now to get Washington out of the way and eliminate the outdated federal restrictions that hold America’s airports back. The longer we delay, the more America’s airports will fall behind and our infrastructure needs will become even more expensive to fix. Local user fees are the most affordable and most sustainable method for modernizing our airport infrastructure. By giving airports the ability to meet their local infrastructure needs without relying on additional federal spending, U.S. airports will be well positioned to maintain their leadership in the global aviation system.”

Ali Tounsi
Secretary General
ACI Africa

“Airports are vital components of the global air transport system and they play a critical role in the overall success of the industry and the economies they serve. Efforts must be combined to ensure an optimal air transport system, and ACI Africa is committed to working with industry players to make this goal a reality. Our recently concluded regional conference, which took place in March in Livingstone, featured a host of industry stakeholders who shared their diverse knowledge and experiences aimed at ‘Developing Airport Business.’ The ACI Africa team wishes to thank everyone who made the event a huge success and we look forward to an even more successful 27th Annual ACI Africa/World Annual General Assembly, Conference & Exhibition, generously hosted by Airports of Mauritius (AML) in October 2017.”

Kevin Burke
President and CEO
ACI North America
At ACI Asia-Pacific, we are proud of our two unique programmes dedicated to honoring outstanding performers, the Young Executive of the Year Award and our Green Airports Recognition.

Ms. Surabhi Rana from Mumbai International Airport Pvt. Ltd has been named the Young Executive of the Year for her outstanding work on her paper “Challenges and Opportunities for Small and Emerging Airports in the 21st Century.” We are proud of the many young talents in the region and will continue to honor and recognize our industry’s younger generations through this award.

At the organization level, our member airports are committed to sustainable growth as proven by the number of Green Airports Recognition submissions received. The large number of entrants this year helps exemplify the spirit of this recognition, which is to promote the sharing of environmental best practices among airports.

I look forward to welcoming our members and the recognized airports to Doha, Qatar as the presentation ceremonies will be held on April 11 2017 at the 12th ACI Asia-Pacific Regional Assembly.”
Vancouver International Airport is a global leader in wildlife management: Preventing airstrikes one bird species at a time

By David Bradbeer, Wildlife Program Specialist, Airfield Operations, Vancouver Airport Authority
Located on Sea Island at the mouth of the Fraser River delta in southwestern British Columbia, Vancouver International Airport (YVR) has one of the most dynamic airport wildlife management programs in the world. Situated on a migratory bird path, YVR faces a number of challenges as every fall hundreds of thousands of migratory birds—including waterfowl, shorebirds and raptors—move south from their northern breeding grounds. As active members of the community YVR is responsible for ensuring safe aircraft operations while conserving wildlife. To accomplish this, YVR has developed a multi-faceted approach to managing wildlife in and around the airport. The goal: reduce YVR’s impact on the natural environment.

Through a comprehensive understanding of each species’ ecology, YVR developed thoughtful and targeted actions that are used to manage bird behavior. **YVR’s Wildlife Management Program** focuses on three key areas: research and science, habitat management and active control.

**Reducing hazards**

YVR has invested heavily in researching the risks various species pose to aviation safety in order to better understand specific bird behavior and determine the best management approach. The process of quantifying strike rates of hazardous species and assessing risk over time is fundamental to the airport’s Safety Management System (SMS). This research entails DNA analysis of the varied species, investigations into a species’ association with the airfield and a detailed assessment of their habitat requirements to better inform our habitat management efforts.

**Habitat management**

Using this data gathered through research, YVR is then able to identify habitats on the airfield that attract hazardous bird species. Some species, like herbivorous waterfowl, feed directly on airfield vegetation, while others like hawks, herons and owls feed on the small mammals that are present in grass infields. Shorebirds, gulls, European starlings, northwestern crows and some species of the dabbling duck feed on invertebrates that reside within the actual airfield vegetation. To manage these species, habitat management will target their food directly with the intent of reducing or significantly altering its availability. YVR is also trialing new cultivars of grasses that contain symbiotic fungi to determine if they can reduce the number of small mammals and arthropods in the grass infields next to the runways.
Active control

Despite efforts to manage wildlife by altering habitats, many bird species are still attracted to the airfield. To address these risks, YVR has deployed special Wildlife Management Technicians equipped with a myriad of tools and techniques for dispersing wildlife and patrolling the airfield 24 hours a day, 365 days a year. Techniques such as pyrotechnics, green flares and low-powered lasers are used to scare away species, along with YVR’s team of three trained border collies that help chase wildlife away from the airfield.

Some species of shorebird like the dunlin do not respond predictably to pyrotechnics and other stimuli, especially when in flight, which can pose a significant challenge in keeping these species off maneuvering surfaces. In 2011, YVR began using trained falcons with the objective of simulating a predator on the airfield. Falconers fly the trained falcons on the airfield when shorebirds are present and use food rewards to guide the falcons to stoop as if hunting prey. Shorebirds responded to the trained falcons by flying away from their area of activity, which enables YVR to manage
where shorebirds fly and therefore drastically reduce strike rates.

Another group of species that requires particular attention are raptors, which include hawks, owls and falcons. To reduce the risk of these species being struck, YVR began a Raptor Trap and Translocation program in 2010. Since its inception, the program has become a global leader in collecting re-sighting data on translocated raptors, resulting in a better understanding of risk profiles and the reduction of strike rates.

With sixteen trained wildlife biologists on staff, YVR is committed to ensuring safe aircraft operations while simultaneously conserving wildlife.

For more information on YVR’s wildlife management plan, visit www.yvr.ca/environment.
ICAO / ACI Wildlife Strike Hazard Reduction Symposium
A Global Strategy for Addressing Wildlife Strike Hazards to Aviation
ICAO Headquarters, Montréal, 16-18 May 2017

A joint collaboration between the International Civil Aviation Organization (ICAO) and Airports Council International (ACI), the Wildlife Strike Hazard Reduction Symposium will aim to increase international awareness of the wildlife strike threat to aircraft operational safety. It will serve as an international framework for communities to exchange ideas and cooperative efforts to create global strategies that allow for better management of wildlife strike hazards. Topics for the Symposium will include new technologies to minimize risk, the roles of existing bird strike committees, enhancements to wildlife strike reporting, and how to formulate effective strategies to prevent and mitigate the risk of wildlife strikes to aircrafts.

The event (held in English only) will also be an opportunity for networking, collaboration and coordination between States, industry and other stakeholders.

An industry exhibit will showcase the breadth of existing and emerging technologies, and research and development activities of this industry sector.

For more information, please visit our website icao.int/meetings/wildlife
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For more information, please visit our website icao.int/meetings/wildlife
Registration now open for the ICAO-ACI Wildlife Strike Hazard Reduction Symposium, to be held 16–18 May 2017 in Montreal, Canada

By David Gamper, Director, Safety, Technical and Legal Affairs, ACI World

Entitled “A Global Strategy for Addressing Wildlife Strike Hazards to Aviation,” the International Civil Aviation Organization (ICAO)-ACI Wildlife Strike Hazard Reduction Symposium aims to increase international awareness of the wildlife strike threat to aircraft operational safety. It is the first joint event organized by ICAO and ACI, and is intended to reach a wide audience of States, airport operators, airlines, manufacturers and any stakeholder involved in wildlife hazard reduction activities.

Wildlife strikes are an important concern for aviation safety; regulators, industry and service providers all share a common objective of reducing the hazards of wildlife strikes to aircraft. They are also an economic concern.

The first day of the symposium will be dedicated to exchanging points of view. CEOs from industry sectors will give brief statements on how wildlife hazards impact their activities and ICAO will provide statistical analysis of wildlife strike data to give a global picture. Regulators from selected civil aviation authorities will share their experiences and challenges on the implementation of ICAO standards and recommended practices (SARPs) in their own regulatory framework.

The second day, organized by ACI, will focus on best practices for airports, and information on new and emerging technologies. Airport professionals from various regions will share best practices used at their airports to mitigate wildlife hazards. The event will provide an opportunity to network.
with high level professionals and learn from the experience of other airports on subjects as varied as airport wildlife hazard management plans, staff training, risk assessment, wildlife deterrence tools, habitat management and more. Information on research and emerging technologies in airport wildlife control will also be presented.

Airports cannot do everything alone and the last day of the symposium will highlight how all stakeholders are involved. Indeed, airlines, air traffic management, aircraft manufacturers, governments, and regional and national wildlife committees should work together, sharing experiences and coordinating lessons learned.

During the event, an industry exhibition will showcase the breadth of existing and emerging technologies, as well as research and development activities, from this highly dynamic industry sector.

ACI World members (airports and airport operators) have been allotted two complimentary registrations to attend the symposium. Any additional delegates per company are offered a reduced rate of US$500 to attend. If you are interested in attending and would like to take advantage of this offer, please email us at events@aci.aero and we will send you a voucher code for your complimentary pass to be used upon registering. Voucher codes are unique and as such each individual attending will receive a separate code. Please note that you will not be able to complete the registration process without this code.

Further information can be found on the ICAO website.
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The Airport Excellence (APEX) in Safety Programme along with ACI Global Training has launched the APEX Safety Assessor Training Programme (SATP).

The objectives of the initiative is to:

• Improve competency levels;
• develop expertise for future Assessor participation in the APEX in Safety Programme; and,
• provides free on-the-job training to safety experts.

This initiative will be carried out through capacity building, leading to the creation and/or enhancement of expertise in airport safety and regulatory compliance, mentorship and network growth, the enhancement of airport safety levels and promotion of airport excellence.

More information and admission requirements:
For more information on the APEX SATP, as well as admission requirements, please download our reference document.

Course listing:
For a list of courses that are part of the APEX SATP, please download our course programme.

Mandatory training course fees for successful candidates of DNA countries will be fully subsidized by ACI.

Participation forms:
APEX SATP letter of commitment
APEX SATP application form

Please submit participation forms to apexsafety@aci.aero.

Questions:
For any questions on the APEX SATP, please email apexsafety@aci.aero.
Aerodrome design standards: Current status of modernizing ICAO Annex 14

By David Gamper, Director, Safety, Technical and Legal Affairs, ACI World

As reported in the December 2016 issue of the ACI World Report, the Aerodrome Design and Operations Panel (ADOP) agreed a second round of amendments to Annex 14 design standards in November 2016, backed strongly by ACI. The revisions were submitted to the International Civil Aviation Organization’s (ICAO) Air Navigation Commission (ANC) for Initial Review in March 2017 and we are pleased to say that they were approved by the ANC on 7 March, essentially unchanged.

These proposals cover airfield dimensions such as runway width, runway shoulder width,
runway strip width, runway-taxiway separation, taxiway width and taxiway shoulder width. The ADOP proposed that these dimensions could be reduced based on safety data which international organizations, aircraft manufacturers and regulators have collected, as well as the evidence of the capabilities of modern aircraft.

Probably the most important recommendation is that runway width should no longer be linked to wingspan, but to outer main landing gear wheelspan (OMGWS) instead. As a consequence, it is recommended to reduce the present minimum runway width of 60 m for aerodrome reference code letter F. The new recommended minimum runway width would be 45 metres for aircraft with an OMGWS of up to 15 m, which covers the largest aircraft flying or expected to fly in the future.

The proposed amendment should bring benefits to airport operators and all parts of the industry as it will improve airport capacity and efficiency if followed.

Firstly, the cost of new airport infrastructure would be reduced. In terms of runways, a 60 m wide runway costs approximately 20% more to build than a 45 m wide runway with 15 m paved shoulders. Annual maintenance costs—which as a rule of thumb are around 1% of construction costs—are also expected to be reduced proportionately to reductions in the area of paved surfaces.

Secondly, at existing airports large aircraft operations could be accepted within existing infrastructure or with fewer major modifications, which can cost hundreds of millions or even several billions of dollars per airport. Airlines unable to operate larger airplanes at some airports would have greater opportunities to deploy their fleet and possibly to open new routes that require larger aircraft.

Thirdly, it will give the possibility to ease the certification of aerodromes which are non-compliant by a few metres and so permit them to avoid very costly runway or taxiway relocation, which could cost up to several billion dollars at large airports.

Lastly, aerodrome operators would be able to reduce operational restrictions such as designated taxi routes for large aircraft, which can save taxi time and increase capacity.

The proposal will be sent to all ICAO Member States, and we expect that the ANC will conduct a Final Review of their comments this autumn, followed, if all goes according to plan, by approval from the ICAO Council in January/February 2018.
IATA Safety and Flight Ops Conference - Register Today!

IATA’s annual Ops Conference is broadening its scope to include a major stream on Safety. The event will bring a strong focus on new technologies, such as social media, and will examine the impact that they are having in every aspect of airline operations. Key themes will include:

- ATM Transformation
- Impact of Social Media
- New and Emerging Technologies Transforming Aviation
- Performance-based Regulations
- Economics of Safety
- Regulatory Impacts on Multiple AOC Operations
- Airport Operations and Efficiency
- Ground Ops Safety
- Maintenance Safety
- Extracting the Value of "Big Data" in Aircraft Operations

The conference will feature senior airline, government and industry representatives, led by IATA’s Director General and CEO, Alexandre de Juniac. This event is your opportunity to help shape the airline operational agenda.
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- GSN 5 - Advanced Safety Management Systems
- GSN 6 - Aerodrome Auditing and Compliance

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The leading airport management and operations education provider
ACI engaging with ICAO’s Safety Management Panel to improve Safety Management System implementation, new website to be launched soon

By Prisca Nkolo, Assistant Manager, Airport Safety, ACI World

(From left) Prisca Nkolo, Assistant Manager, Airport Safety, ACI World; Thomas L. Christensen, Safety Manager, Copenhagen Airports; and, Li Ma Bomholtz, Senior Safety Management Specialist, Copenhagen Airports
In November 2001, airports were required to implement a Safety Management System (SMS) according to the International Civil Aviation Organization (ICAO) SMS framework. Sixteen years later, the rate of SMS implementation—both at the airport and State levels—is still low.

ACI recognizes the importance of safety management and therefore actively supports ICAO’s Safety Management Panel (SMP) in developing tools that will improve SMS implementation among all aviation stakeholders. We would like to acknowledge the active contribution of our ACI representative, Thomas Lau Christensen, Safety Manager from Copenhagen Airport and member of the SMP, and Li Ma Bomholtz, Senior Safety Management Specialist, also of Copenhagen airport.

Formed in February 2011, the SMP was given responsibility to support a proactive strategy to improve safety performance across the industry. Low implementation of SMS led the SMP to look for a more efficient approach to reaching States and airports. The matter was complicated by the fact that organizations wishing to implement SMS were challenged by a lack of guidance materials on exactly what they should do to comply with ICAO’s Annex 19.

In an effort to remedy this, ICAO in 2006 published the first edition of the Safety Management Manual (SMM) with the objective of providing supporting guidance material for the implementation of SMS. More recently, ACI published easy-to-access guidance material in the form of the Safety Management Systems Handbook (First edition 2016). However, users’ needs are evolving rapidly, and as such the SMP began to explore ways other than producing static documents as a means of more nimbly meeting those needs.

The idea of a website to complement the SMM was determined to be an effective solution. Because a website is a flexible and dynamic tool, it can provide up-to-date information and allow users to share real-world examples and best practices to illustrate the principles described in the manual.

SMP members recently met in Santo Domingo from 31 January to 3 February to review progress on recent work, with two areas of focus being to review the new draft edition of the SMM and identify urgent items to be published on the website.

Practical examples of safety policy, safety objectives, safety performance indicators, safety culture assessment tools, risk matrices and hazard/risk registers were identified as first priorities to go on the website. The flexibility of the website will allow it to feature multiple examples that could benefit organizations which vary in size and complexity.

The website is expected to launch later this year. ACI would like to encourage airports to suggest content that they would like to see on the website by emailing pnkolo@aci.aero.
ACI encourages experts from member airport operators to join *at3*, the Airport Traffic Think Tank

*By Patrick Lucas, Senior Manager, Economics and Statistics, ACI World*
In 2001, the Airport Traffic Think Tank (at3) was created as an informal international forum for airport specialists to exchange their technical views and expertise on air transport demand, traffic analysis, forecasting techniques, airport economics, statistics, consumer behaviour and other related topics of common interest.

In 2013, the topic of formalizing the relationship of at3 with ACI was discussed at the annual meeting in Toulouse, France.

By 2014, at3 became an official subcommittee of the ACI World Economics Standing Committee. Tangible outputs include industry best practices, guidance material, as well as standards regarding airport traffic statistics, forecasting and other related topics in airport economics. at3 thus plays an important advisory role on technical issues that are of relevance to ACI.

With members located in various regions throughout the world, most of the group’s activities occur at a distance through an online forum and other communications platforms. Every spring, members meet in person for a two-day symposium to discuss topics of common interest through plenary sessions and an array of presentations.

The next at3 meeting will take place in the spring of 2017 in Zurich, Switzerland. There are no fees or dues required to become a member of at3. The only prerequisite for membership is that you are recognized for your expertise in the abovementioned areas and that you are employed by an ACI member airport operator. Travel expenses to yearly meetings are to be covered by individual participating members.

If you are interested in becoming an active member in the group, please send your contact details (i.e., full name, title, organization, phone and email) to at3@aci.aero.

We would also appreciate it if you could please provide a brief biographical text that describes any of your activities related to airport traffic statistics, economics and/or forecasting.
Of the world’s 100 busiest airports for pax, 46 have some form of private sector participation.

Download the full policy brief here.
2016 ACI Key Performance Indicators available for purchase here.
Airport Service Quality

By Sevda Fevzi, Manager, ASQ Strategic Marketing, ACI World

Airport Service Quality interview feature: Abu Dhabi Airport, United Arab Emirates
As ACI’s Airport Service Quality (ASQ) programme enters its 11th successful year, we will be focusing on how airports are increasingly putting the passenger first in all that they do. Indeed, passenger service is a shared priority among all aviation stakeholders—in particular all members of the airport community.

As you’ll learn in this interview series, airports are digging deeper than ever through activities aimed at cultivating a culture of customer service excellence across all staffing levels. Aligning all stakeholders in the pursuit of airport customer service excellence can be a powerful tool toward improving the passenger experience, ensuring employee satisfaction and raising non-aeronautical revenues.

ASQ Award winning Abu Dhabi Airport is our second airport in this series. Below we speak with Abdul Majeed Al Khoori, Acting Chief Executive Officer, Abu Dhabi Airport.

Key facts about Abu Dhabi Airport

- Airport code: AUH
- What year the airport opened: 1982
- Annual number of passengers: 24.4 million in 2016
- Did you know? AUH is 32 km from Abu Dhabi city center at an elevation of 27 meters

Statements from the top

“Abu Dhabi Airports is extremely proud that Abu Dhabi International Airport has been awarded ‘Best Airport: Middle East’ and ‘Most Improved Airport: Middle East’ in the 2016 Airport Service Quality Awards. We thank those working in our Operations and Quality Assurance teams whose relentless efforts have led to this outstanding achievement, demonstrating the commitment of Abu Dhabi Airports to delivering excellence and top quality service that match the capital’s growing international reputation” Mohammed ALKatheeri, Acting Chief Operating Officer (ACOO).

“We are heartened that Abu Dhabi International Airport continues to be accorded recognition by the industry and many passengers around the world. These awards are particularly significant for us as they have been voted for by our passengers, and are therefore a testament to the hard work that all those working across our terminals at Abu Dhabi International Airport put into making sure that the passenger experience is as exceptional as possible. They are the best vote of confidence in our services that we could ask for.

“I would like to thank all of our partners and stakeholders for their continued support, and our passengers for voting for us. I encourage those travelers who have not yet experienced our
We joined ACI’s Airport Service Quality programme when it began ten years ago, and we were the first airport in the region to do so. Abu Dhabi Airports wanted to be part of the programme as it is a valuable indicator of how passengers view airport services.

Being voted the “Best Airport in the Middle East” for 2016 is a great achievement. It is a reflection of the strong vote of confidence from our passengers and a testament to our steadfast commitment to service excellence. We were also voted “Most Improved Airport: Middle East” for 2016. This is due in part to our Smart Travel System, installed early 2016, which allows passengers to check in and move through immigration and security, interacting only with cutting edge technology. This decreased processing times within the airport by up to 70%, meaning more time for travelers to enjoy our facilities.

Abu Dhabi Airports is always looking to adopt the latest technologies and systems that will enable us to increase efficiency whilst maintaining the highest standards in health, safety, security and quality. We use the ASQ scores and rankings, as well as other performance indicators, to measure whether these implemented technologies are positively affecting our passengers, and as a measure of how close we are to realizing our goals and objectives. The double recognition we achieved in the 2016 ASQ Awards moves us closer towards our vision of being the world’s leading airports group.

1) How and why did AUH join ASQ? How has your airport directly benefitted from ASQ?

We joined ACI’s Airport Service Quality programme when it began ten years ago, and we were the first airport in the region to do so. Abu Dhabi Airports wanted to be part of the programme as it is a valuable indicator of how passengers view airport services.

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2) How does your airport align all stakeholders toward its vision of improving the passenger experience?

A culture of service quality and continuous improvement is fostered right from the moment someone joins the Abu Dhabi Airports’ workforce. All company employees complete an induction program which explains our focus of putting the passenger experience at the forefront of what we do.

Management and operations meet regularly with the airport’s stakeholders, partners and service providers to align priorities, and we
meticulously monitor all services and facilities to ensure that everything is maintained to our world-class standards.

During these meetings we agree on any changes that need to be implemented in conjunction with all agencies involved, and jointly devise improvement plans if necessary.

3) Are there any particular programmes, courses or activities your airport runs with employees that are specifically aimed at improving customer and passenger satisfaction?

Abu Dhabi Airports ensures that service quality awareness is a priority for staff at all levels. Our staff act as ambassadors for the airport, from frontline employees such as customer service agents to those behind-the-scenes.

In our ASQ staff training we empower airport agencies and those at the customer interface to take action to improve service delivery in the airport. Those staff members who are interacting with passengers on a daily basis also have the support of behind the scenes staff to help in any necessary situations, headed by the Airport Duty Manager and Customer Service Supervisors.

We also have a feedback system that effectively passes down customer feedback to department heads every day. Their responses to the comments received are then monitored. Similarly, daily duty manager and customer service reports are disseminated at the end of every shift to the Operations Division, including to the COO’s office. Proper handovers and briefing/de-briefing sessions are held to ensure a complete follow up on outstanding issues, especially those pertaining to passengers.

4) Does your airport measure the customer satisfaction of both departing and arriving passengers?

Departing passengers are surveyed using ASQ and we have an internal service quality survey which we use to measure customer satisfaction for all passengers.

5) What are some of the topics you would like to see discussed at future ASQ Forums?

Setting Key Performance Indicators and targets for the 34 indicators.

For more information on the ACI ASQ programme, visit [www.aci.aero/asq](http://www.aci.aero/asq) or reach us by email at aciasq@aci.aero.
Mark your calendar for Airports Council International's upcoming Airport Service Quality Forums

**ASQ FORUMS 2017**

Driven by Customer Experience: Share, Think, Improve

26—28 April - Haikou, China  |  13—15 September - Prague, Czech Republic  |  2—4 October - Detroit, USA

Theme for 2017: **Cultivating a customer experience airport community**

The ASQ Forums offer the airport community the opportunity to share best practices in airport customer experience and learn more about the world's leading passenger satisfaction benchmarking programme.

There are no attendance fees for airport employees.

For more information, please visit [www.aci.aero/asq](http://www.aci.aero/asq).

We look forward to welcoming you to China, the Czech Republic and the United States!
Find out why the world’s best airports are part of the Airport Service Quality programme.

Excellent customer service, excellent airports.

For more information on how to join the ASQ network, contact the ASQ team:

+1 514 373 1200  aciasq@aci.aero  http://www.aci.aero/Airport-Service-Quality  @ACI_ASQ

*Airport code sizes are based upon Director General’s Roll of Excellence inductees and ASQ Award winners since 2006
**The ASQ Awards are provided based upon the top three mean scores on overall satisfaction from the ASQ Survey
# 2016 ASQ Award winners

**Best Airport by Region (over 2 million passengers per year)**

## Africa

<table>
<thead>
<tr>
<th>Region</th>
<th>First place</th>
<th>Second place</th>
<th>Third place</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>Mauritius Airport (MRU)</td>
<td>Durban Airport (DUR)</td>
<td>Cape Town Airport (CPT)</td>
</tr>
</tbody>
</table>

## Asia-Pacific

<table>
<thead>
<tr>
<th>Region</th>
<th>First place</th>
<th>Second place (tie)</th>
<th>Third place (tie)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia-Pacific</td>
<td>Seoul Incheon Airport (ICN)</td>
<td>Delhi Airport (DEL)</td>
<td>Beijing Airport (PEK)</td>
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<td></td>
<td>Mumbai Airport (BOM)</td>
<td>Haikou Airport (HAK)</td>
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<td></td>
<td>Singapore Airport (SIN)</td>
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## Europe

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<thead>
<tr>
<th>Region</th>
<th>First place</th>
<th>Second place</th>
<th>Third place (tie)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>Sochi Airport (AER)</td>
<td>Moscow Sheremetyevo Airport (SVO)</td>
<td>Dublin Airport (DUB)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Malta Airport (MLA)</td>
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<td></td>
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<td></td>
<td>Porto Airport (OPO)</td>
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<tr>
<td></td>
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<td></td>
<td>Zurich Airport (ZRH)</td>
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## Latin America-Caribbean

<table>
<thead>
<tr>
<th>Region</th>
<th>First place</th>
<th>Second place (tie)</th>
<th>Third place (tie)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Latin America-Caribbean</td>
<td>Guayaquil Airport (GYE)</td>
<td>Nassau Airport (NAS)</td>
<td>Aruba Airport (AUA)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Punta Cana Airport (PUJ)</td>
<td>Quito Airport (UIO)</td>
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</table>

## Middle East

<table>
<thead>
<tr>
<th>Region</th>
<th>First place</th>
<th>Second place</th>
<th>Third place</th>
</tr>
</thead>
<tbody>
<tr>
<td>Middle East</td>
<td>Abu Dhabi Airport (AUH)</td>
<td>Amman Airport (AMM)</td>
<td>Dubai Airport (DXB)</td>
</tr>
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</table>

## North America

<table>
<thead>
<tr>
<th>Region</th>
<th>First place (tie)</th>
<th>Second place</th>
<th>Third place</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>Indianapolis Airport (IND)</td>
<td>El Paso Airport (ELP)</td>
<td>Austin-Bergstrom Airport (AUS)</td>
</tr>
<tr>
<td></td>
<td>Jacksonville Airport (JAX)</td>
<td>Ottawa Airport (YOW)</td>
<td>Dallas Love Field Airport (DAL)</td>
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<td></td>
<td>Toronto Billy Bishop Airport (YTZ)</td>
<td>Tampa Airport (TPA)</td>
<td>Edmonton Airport (YEG)</td>
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<td>Halifax Airport (YHZ)</td>
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<td>San Antonio Airport (SAT)</td>
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<td>Winnipeg Airport (YWG)</td>
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</table>
### Best Airport by Size

#### 2–5 million passengers per year

<table>
<thead>
<tr>
<th>First place (tie)</th>
<th>Second place (tie)</th>
<th>Third place (tie)</th>
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</thead>
<tbody>
<tr>
<td>Guayaquil Airport (GYE)</td>
<td>Srinagar Airport (SXR)</td>
<td>Langkawi Airport (LGK)</td>
</tr>
<tr>
<td>Jaipur Airport (JAI)</td>
<td>Toronto Billy Bishop Airport (YTZ)</td>
<td>Ottawa Airport (YOW)</td>
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<tr>
<td>Sochi Airport (AER)</td>
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#### 5–15 million passengers per year

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<thead>
<tr>
<th>First place (tie)</th>
<th>Second place (tie)</th>
<th>Third place (tie)</th>
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</thead>
<tbody>
<tr>
<td>Hyderabad Airport (HYD)</td>
<td>Changchun Airport (CGQ)</td>
<td>Amman Airport (AMM)</td>
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<tr>
<td>Tianjin Airport (TSN)</td>
<td>Hohhot Airport (HET)</td>
<td>Chiang Mai Airport (CNX)</td>
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<td></td>
<td>Indian Airpot (COK)</td>
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</table>

#### 15–25 million passengers per year

<table>
<thead>
<tr>
<th>First place (tie)</th>
<th>Second place (tie)</th>
<th>Third place (tie)</th>
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</thead>
<tbody>
<tr>
<td>Haikou Airport (HAK)</td>
<td>Sanya Airport (SYX)</td>
<td>Denpasar Airport (DPS)</td>
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<tr>
<td></td>
<td>Seoul Gimpo Airport (GMP)</td>
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</table>

#### 25–40 million passengers per year

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<thead>
<tr>
<th>First place (tie)</th>
<th>Second place (tie)</th>
<th>Third place (tie)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taipei Taoyuan Airport (TPE)</td>
<td>Shenzhen Airport (SZX)</td>
<td>Hangzhou Airport (HGH)</td>
</tr>
</tbody>
</table>

#### Over 40 million passengers per year

<table>
<thead>
<tr>
<th>First place (tie)</th>
<th>Second place (tie)</th>
<th>Third place (tie)</th>
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</thead>
<tbody>
<tr>
<td>Seoul Incheon Airport (ICN)</td>
<td>Delhi Airport (DEL)</td>
<td>Beijing Airport (PEK)</td>
</tr>
<tr>
<td></td>
<td>Mumbai Airport (BOM)</td>
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<td></td>
<td>Singapore Airport (SIN)</td>
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</table>

### Best Airport by Region (under 2 million passengers per year)

<table>
<thead>
<tr>
<th>Region</th>
<th>Airport</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>Bloemfontein Airport (BFN)</td>
</tr>
<tr>
<td>Europe</td>
<td>Murcia Airport (MJV)</td>
</tr>
<tr>
<td>Latin America-Caribbean</td>
<td>Puerto Plata Airport (POP)</td>
</tr>
<tr>
<td>North America</td>
<td>Saskatoon Airport (YXE)</td>
</tr>
</tbody>
</table>
## Best Airport by Size and Region

### Asia-Pacific

<table>
<thead>
<tr>
<th>Passengers per Year</th>
<th>Airport Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>2–5 million</td>
<td>Jaipur Airport (JAI)</td>
</tr>
<tr>
<td>5–15 million</td>
<td>Tianjin Airport (TSN)</td>
</tr>
<tr>
<td>15–25 million</td>
<td>Haikou Airport (HAK)</td>
</tr>
<tr>
<td>25-40 million</td>
<td>Taipei Taoyuan Airport (TPE)</td>
</tr>
<tr>
<td>Over 40 million</td>
<td>Seoul Incheon Airport (ICN)</td>
</tr>
</tbody>
</table>

### Europe

<table>
<thead>
<tr>
<th>Passengers per Year</th>
<th>Airport Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>2–5 million</td>
<td>Sochi Airport (AER)</td>
</tr>
<tr>
<td>5–15 million</td>
<td>Porto Airport (OPO)</td>
</tr>
<tr>
<td>15–25 million</td>
<td>Vienna Airport (VIE)</td>
</tr>
<tr>
<td>25-40 million</td>
<td>Moscow Sheremetyevo Airport (SVO)</td>
</tr>
<tr>
<td>Over 40 million</td>
<td>London Heathrow Airport (LHR)</td>
</tr>
</tbody>
</table>

### Latin America & Caribbean

<table>
<thead>
<tr>
<th>Passengers per Year</th>
<th>Airport Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>2–5 million</td>
<td>Guayaquil Airport (GYE)</td>
</tr>
<tr>
<td>5–15 million</td>
<td>Punta Cana Airport (PUJ)</td>
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</table>

### Middle East

<table>
<thead>
<tr>
<th>Passengers per Year</th>
<th>Airport Name</th>
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<tbody>
<tr>
<td>5–15 million</td>
<td>Amman Airport (AMM)</td>
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</table>

### North America

<table>
<thead>
<tr>
<th>Passengers per Year</th>
<th>Airport Name</th>
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</thead>
<tbody>
<tr>
<td>2–5 million</td>
<td>Toronto Billy Bishop Airport (YTZ)</td>
</tr>
<tr>
<td>5–15 million</td>
<td>Indianapolis Airport (IND)</td>
</tr>
<tr>
<td>15–25 million</td>
<td>Tampa Airport (TPA)</td>
</tr>
<tr>
<td>25-40 million</td>
<td>Minneapolis Airport (MSP)</td>
</tr>
<tr>
<td>Over 40 million</td>
<td>Dallas Fort Worth Airport (DFW)</td>
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</table>

### Best Airport by Region (under 2 million passengers per year)

<table>
<thead>
<tr>
<th>Region</th>
<th>Airport Name</th>
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<tbody>
<tr>
<td>Africa</td>
<td>Bloemfontein Airport (BFN)</td>
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<tr>
<td>Asia-Pacific</td>
<td>Makassar Airport (UPG)</td>
</tr>
<tr>
<td>Europe</td>
<td>Krakow Airport (KRK)</td>
</tr>
<tr>
<td>Latin American-Caribbean</td>
<td>Aruba Airport (AUA)</td>
</tr>
<tr>
<td>Middle East</td>
<td>Abu Dhabi Airport (AUH)</td>
</tr>
<tr>
<td>North America</td>
<td>Columbus Airport (CMH)</td>
</tr>
</tbody>
</table>
CONGRATULATIONS!
YOUR PASSENGERS HAVE SPOKEN


The annual ASQ Awards recognize and reward the best airports in the world according to ACI’s ASQ passenger satisfaction survey. They represent the highest possible accolade for airport operators and are an opportunity to celebrate the commitment of airports worldwide to continuously improving the passenger experience.

For more information or to see the 2016 ASQ Award recipients, visit aci.aero/ASQ-awards.
2016 ASQ Award winner highlights

"It is an honour to be recognized by Airports Council International. This award serves as a reaffirmation of Chhatrapati Shivaji International Airport’s commitment to unparalleled service quality and passenger satisfaction since its inception. Having previously won the ASQ Award for Best Airport in the 25-40 million passengers per year category, this recognition highlights the airport’s continued endeavours to consistently offer its increasing flow of passengers world-class facilities and convenience. Chhatrapati Shivaji International Airport is committed to providing excellence across all standards of service quality—not only to its passengers, but also to all its stakeholders."

Dr. GVK Reddy, CEO, Chhatrapati Shivaji International Airport, Mumbai

2nd place, Best Airport by Region (>2 million passengers per year)

"This achievement is indeed a testament to our ongoing efforts to provide joyful experiences for our valued airport users. Positive experiences are vital elements to the success of any service-oriented organization, and I am delighted to see that we are on track as we strive to provide a holistic ‘total airport experience’ for our passengers."

Datuk Badlisham Ghazali, Managing Director, Malaysia Airports

3rd place, Best Airport by Size (2–5 million passengers per year)
“Chiang Mai International Airport is proud and honored to receive the ASQ Award for Best Airport by Size (5–15 million passengers per year). Chiang Mai International Airport is one of six airports managed by Airports of Thailand, and our staff has worked tirelessly to improve our passenger experience since we joined the ASQ programme in 2012. As our passenger numbers have increased, we have been continuously improving our facilities and service to meet our customers’ needs. This award will give us motivation to continue working together with our partners for a better passenger experience. We would like to thank all of our passengers, partners and of course ACI for this award.”

Visutr Chantana, Executive Vice President & General Manager, Chian Mai International Airport

3rd place, Best Airport by Size (5–15 million passengers per year)

“Krakow Airport was pleased to learn about this award, which reaffirms the years of work we have put into the modernization and expansion of our passenger terminal, as well as continued improvement in the service we offer our passengers. This award is a great honour for us, especially considering it was the passengers who cast their votes in the form of ASQ surveys. Krakow Airport has received record-high ratings from ASQ since it joined the programme ten years ago, and we are pleased and proud that our hard work has been recognized. This award will motivate us to continue developing the level of service across all touchpoints of the passenger’s journey at the airport.”

Radosław Włoszek, CEO, Kraków Airport

1st place, Best Improvement by Region: Europe
“It is our great honor to win the award for Best Airport (25-40 million passengers per year) from ACI’s ASQ programme. We would like to express our sincere thanks to ACI, and to our passengers. We will treasure this honor and work even harder in the future to deliver on our promise of excellent customer service.

Hangzhou, the host city of the 2016 G20 summit, is a beautiful and friendly city. Hangzhou International Airport, which retains much of the city’s characteristics, provides a pleasant experience to passengers with its comfortable environment and friendly and professional team.

We are committed to offering timely, sincere and meticulous service to our passengers, all the while delivering beyond expectations. We will forge ahead, informed by our past and inspired by our future, to continue improving the quality of service offered at Hangzhou International Airport.”

Hangzhou International Airport
3rd place, Best Airport by Size (25–40 million passengers per year)

Julian Jäger, Chief Operating Officer, Vienna Airport
1st place, Best Airport by Size & Region (15–25 million passengers per year): Europe

“At Vienna Airport the passenger is the main focus of our attention. We want to offer a perfect travel experience to our more than 23 million passengers, and since 2012 we have implemented more than 230 measures within our service strategy to fulfill this objective. This award is proof that we are on the right path, and we are very pleased to be honoured in this way.”
Flughafen Zürich AG, a diversified business and a listed company, operates Switzerland’s most important transport and meeting hub, Zurich Airport. On behalf of the Swiss Confederation, its key mission is to satisfy the demand for direct connections to the world’s major cities. The company focuses on its core activities: being a national and international airport operator, the operation of landside and airside commercial centers, as well as the income-generating management and further development of real estate in the Zurich region.

As Switzerland’s gateway to the world, Zurich Airport is a quality airport at the heart of Europe, offering excellent access to international, national and regional transport networks. Zurich Airport is proud of being awarded by the prestigious ASQ Awards. This result is only possible thanks to the close cooperation between the airport operator and its more than 280 partner companies, as well as the strong commitment of around 27,000 employees working at Zurich Airport.”

Stephan Widrig, Chief Executive Officer, Zurich Airport

3rd place, Best Airport by Region (>2 million passengers per year): Europe
Steve Grossman, CEO, Jacksonville Aviation Authority

**1st place**, Best Airport by Region (>2 million passengers per year): North America

**3rd place**, Best Airport by Size (5–15 million passengers per year)

“**This award validates our team approach to customer service, where the entire airport community has a stake in our travelers’ experience. It also confirms the value of listening to our travelers and adapting to their needs.**”

James L. Fazio, Chief Executive Officer, Queen Beatrix International Airport

**1st place**, Best Improvement by Region: Latin America & Caribbean

**3rd place**, Best Airport by Region (>2 million passengers per year): Latin America & Caribbean

“**Queen Beatrix International Airport (Aruba Airport) is delighted to have won 1st Place for Most Improved Airport by Region and 3rd Place for Best Airport by Region, both in the Latin America & Caribbean category.**

*Our passengers are our main priority and we take this very seriously. The entire airport team, together with our partners, works very hard to give our passengers the best travel experience possible whilst maintaining the highest levels of safety and security. The ASQ programme has given us valuable tools to assess and direct our improvement efforts, and this award is a reassurance that we are on the right track. We will continue to strive to become a leader in the field of customer service. This award is not just a win for the airport, but a big win for our passengers!”**
“We are incredibly proud to receive this award, voted by our most important critics: our passengers. Our team is continually striving to deliver the world’s best airport service. 2016 was an exciting year for us at Heathrow with the introduction of additional new e-gates making arrivals even smoother across all terminals; the installation of new generation instrument landing systems to improve punctuality in poor weather; a wave of new luxury lounges across all terminals; and the opening of Terminal 5’s first ever Personal Shopping suite.

In 2017 we look forward to more new luxury lounges for passengers, the beginning of construction on Terminal 2’s very own hotel and the reopening of Gordon Ramsay’s much loved Plane Food in Terminal 5.

Fully 82% of passengers rating their journey as either ‘very good’ or ‘excellent’ represents approximately 62 million Heathrow passengers—an increase of 1 million more happy passengers than in 2015. In 2006, only 41% of passengers rated their experience as either ‘excellent’ or ‘very good’. Since then, Heathrow has invested more than £11 billion to enhance the airport experience, which has dramatically transformed the airport’s performance for passengers and airline customers alike.”

Normand Boivin, Chief Operating Officer, London Heathrow Airport

1st place, Best Airport by Size & Region (>40 million passengers per year): Europe

The ASQ Awards will presented during the Gala dinner of the World Annual General Assembly held on 17 October 2017 in Port Louis, Mauritius.

For more information on the 2016 ASQ Awards winners, visit the ASQ Awards webpage.
Wildlife Trafficking: Understanding why airports should take action

By Juliana Scavuzzi, Aviation Environmental Specialist, ACI World

Image courtesy of ROUTES Partnership
Airports are very much engaged with wildlife hazard management, a commonly known safety issue for airport operations. Wildlife trafficking, on the other hand, alongside other criminal activities such as human trafficking, weapons and drugs, seem at first sight an issue in which the aviation industry, and in particular airports, do not have a direct role to play.

Indeed, airports are not enforcement agencies. In addition, ground handling and security screening at airports are tasks not generally performed by direct airport employees. Numbers from the most recent *ACI World Economics Report* (2016) show that less than 10% of airport staff is directly employed by the airport operator. So, why should airports take action against wildlife trafficking and, more importantly, how can they collaborate considering the limitations identified above?

It is a fact that wildlife traffickers take advantage of the aviation network to perform their criminal activities, and this is enough reason for the industry to be concerned. In spite of the international and national legal frameworks in place, wildlife trafficking is the fourth most lucrative international crime, valued at more than US$25 billion per year. Moreover, this illegal money could be used to finance other serious crimes such as terrorism.

Several initiatives are in place to help the industry address this issue and to identify the best way it can contribute to a solution. For instance, ACI World signed the United for Wildlife Transport Taskforce Buckingham Palace Declaration in March 2016, followed by the ACI World Annual General Assembly (WAGA) approval of the “Airports United for Wildlife” resolution in September 2016. That same year, ACI became part of an industry partnership called Reducing Opportunities for Unlawful Transportation of Endangered Species (ROUTES).

ACI has also committed to speaking more about wildlife trafficking at international events as a means of education. For instance, ACI recently joined international discussions on wildlife trafficking at the European Commission (February 2017). In addition, both the ACI World Facilitation & Services and Environment Standing Committees addressed the issue in their last meetings, held in Lisbon and Hong Kong respectively.

The **ACI World Environment Standing Committee (WESC)** has decided to create a Task Force on Wildlife Trafficking, which currently consists of committee members from Heathrow, Hong Kong and Seattle airports. The Committee Chair, Kristi McKenney, highlighted that “the pathway used for wildlife traffickers
ACI World Environment Standing Committee in Hong Kind from 8-9 March 2017

Mike Kilburn, Senior Manager, Environment at Airport Authority Hong Kong and Vice Chair, ACI World Environment Standing Committee, addressing the Committee on Wildlife Trafficking.
could be used for other crimes, and this should give us a rational to take action.”

Mike Kilburn, Senior Manager, Environment at Airport Authority Hong Kong and Vice Chair, ACI World Environment Standing Committee, also supported the engagement of WESC on wildlife trafficking by stating: “We are keen to continue the dialogue between airport operators and other key stakeholders on restricting the misuse of global aviation as a channel for wildlife trafficking.”

Matt Gorman, Head of Environment from Heathrow and a committee member, presented his airport strategy, which is already in place. The strategy includes engaging with passengers to promote awareness, and communicating with cargo and NGO communities to work on protocols, training, data sharing and intelligence to improve the detection of wildlife trafficking.

The discussions at the WESC were preceded by a presentation from the lead of the ROUTES partnership, Michelle Owen from TRAFFIC, who was invited to present and address questions from members and observers of the WESC.

ACI World is planning a series of activities to support airports taking action. Training material provided by the ROUTES partnership will be soon available for free in a dedicated ACI World Global Training online session. Finally, the next ACI WAGA, to be held in Mauritius in October, will provide an opportunity for on-site training on Environment through the Developing Nations Airport (DNA) Assistance Programme.

TRAFFIC is invited to join the training and the WESC meeting that will be held during WAGA. New articles from first movers within the airport community will also illustrate actions taken in upcoming issues of the ACI World Report.

ACI and its member airports are united for wildlife to reduce opportunities for the unlawful transportation of endangered species.

Find more information and additional resources on Wildlife Trafficking visit the ACI World website.
ACI Global Training photo gallery

During the month of February we delivered 14 classroom courses in the areas of safety, security, environment and management. A total of 225 students were trained. Here are just some of the class photos.
Apron Management, 13–17 February 2017 in Cape Town, South Africa

Airport Master Planning, 20–24 February 2017 in Incheon, South Korea
GSN 4: Working with Annex 14, 20–24 February 2017 in Cape Town, South Africa

GSN 6: Aerodrome Auditing and Compliance, 20–24 February 2017 in Tunis, Tunisia
GSN 2: Airside Safety and Operations, 26 February–2 March 2017 in Madinah, Kingdom of Saudi Arabia
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## Training calendar

### Asia-Pacific

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<td><strong>MANAGING SERVICE QUALITY AT AIRPORTS</strong></td>
<td>7–9 May 2017</td>
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<td><strong>GSN 4 - WORKING WITH ANNEX 14</strong></td>
<td>7–11 May 2017</td>
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<td><strong>CAPACITY ENHANCEMENT AND RESOURCE PLANNING</strong></td>
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<td><strong>ADVANCED AIRPORT OPERATIONS</strong></td>
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<td><strong>MANAGING AERODROME WORKS</strong></td>
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<td><strong>DEVELOPING A CUSTOMER SERVICE CULTURE AT AIRPORTS</strong></td>
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### North America

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<td><strong>AIRPORT SAFETY MANAGEMENT SYSTEMS IMPLEMENTATION</strong></td>
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<td>San Francisco, USA</td>
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*Can be taken as an elective for the Airport Management Professional Accreditation Programme (AMPAP)

**Course availability and dates subject to change. Visit our [Global Training calendar](https://www.aci.aero/training) for the most up-to-date information.

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Key events and courses

Highlighted events and training
February – June 2017

- **ACI-NA BUSINESS OF AIRPORTS CONFERENCE**
  24–26 April 2017
  Palm Springs, CA, USA

- **ACI 10TH REGIONAL AIRPORTS’ CONFERENCE & EXHIBITION**
  15–17 May 2017
  Cork, Ireland

- **DEVELOPING A CUSTOMER SERVICE CULTURE AT AIRPORTS**
  22–26 May 2017
  Port of Spain

- **MANAGING AERODROME WORKS**
  8–12 May 2017
  Montego Bay, Jamaica

- **AIRPORT SAFETY MANAGEMENT SYSTEMS IMPLEMENTATION**
  5–9 June 2017
  San Francisco, USA

*This course can be taken as an elective for the Airport Management Professional Accreditation Programme.*
ACI Events calendar

April 2017 – June 2017

2017 ACI—NA/AAAE AIRPORT BOARD & COMMISSIONERS CONFERENCE
2–4 April 2017 Greenville, SC

26TH ACI EUROPE COMMERCIAL & RETAIL CONFERENCE AND EXHIBITION
3–5 April 2017 Nice, France

12TH ACI ASIA—PACIFIC REGIONAL ASSEMBLY, CONFERENCE AND EXHIBITION
10–12 April 2017 Doha, Qatar

ACI—NA BUSINESS OF AIRPORTS CONFERENCE
24–26 April 2017 Palm Springs, CA

ASQ FORUM HAIKOU
26–28 April 2017 Haikou, Hainan, China

ACI—NA LEGAL AFFAIRS SPRING CONFERENCE
3–6 May 2017 Jacksonville/Amelia Island, FL

10TH ACI EUROPE REGIONAL AIRPORTS CONFERENCE & EXHIBITION
15–17 May 2017 Cork, Ireland

ICAO/ACI WILDLIFE STRIKE HAZARD REDUCTION SYMPOSIUM
16–18 May 2017 Montreal, Canada

2017 ACI—NA/ACC/AGC AIRPORT CONSTRUCTION STRATEGY SUMMIT
23–24 May 2017 Los Angeles, CA

2017 ACI—NA/A4A DEICING & STORMWATER MANAGEMENT CONFERENCE
18–19 May 2017 Arlington, VA

2017 ACI—NA AIR CARGO CONFERENCE
4–6 June 2017 Orlando, FL

ACI—NA JUMPSTART AIR SERVICE DEVELOPMENT CONFERENCE
5–7 June 2017 Providence, RI

ACI-NA AIRPORT COLLABORATIVE: CRISIS MANAGEMENT WORKSHOP
27–28 June 2017 Herndon, VA

For a full listing of ACI events, please visit www.aci.aero/events.
The International Civil Aviation Organization (ICAO) will be holding its inaugural Global Aviation Security Symposium from 12 – 14 September at the ICAO Headquarters in Montréal, Canada.

The three-day Symposium will bring together AVSEC professionals from around the globe to advance the cultivation of a new mind-set towards aviation security, embracing it as a culture that goes beyond a set of standards. It will strategically enhance international cooperation and collaboration to address the threat posed by terrorists targeting civil aviation by reinforcing, strengthening and promoting the international framework of aviation security standards. Participants will benefit from an interactive exhibition showcasing the latest State and industry AVSEC technology and process innovations, along with dynamic learning workshops.

This will also be an incredible opportunity for networking and collaboration between States, ICAO, industry leaders, and representatives from different international and regional aviation organizations.

For more information, please visit our website www.icao.int/meetings/AVSEC
The aviation industry has overcome significant swings in oil prices, major security issues and no fly zones in the past, so will Brexit be a little bump in the road compared to these other events? With Article 50 triggered there is a two-year period to negotiate the exit of the UK from the EU. These are uncharted waters for the EU where no one can predict what the outcome will look like. The EU’s position of “an exit without a shopping list of benefits” suggests that getting some form of integration of the aviation sector, which many in the industry would like to see, is going to be a challenge. This is not made easier given differing opinions amongst aviation stakeholders.

For ACI World Business Partners (WBPs) around the world, the stability and prosperity of the airlines and airports are two critical ingredients, followed by macroeconomics of growth, foreign exchange (f/x), interest rates and trade agreements. Airports and airlines need certainty of supply, both in availability and pricing from their supply chain, including the ACI WBPs.

For the next two years there will be uncertainties as to what settlement
will be reached between the UK and the EU, on top of which there will be speculation on future trading relationships. In modern day parlance this is heading for a messy divorce with lots of property and dependents to be argued over. So why does this matter to ACI WBPs?

**Direct opportunities for WBPs into the UK**

The UK handles over 250 million passengers through its airports—ranked 4th busiest in the world—and includes Heathrow, which is the busiest airport in Europe. The largest airport project in the western hemisphere, at £16 billion, Heathrow’s Runway 3 is likely to start construction around the time of the UK exit. Other UK airports have ambitious plans. A significant amount of the supply chain will need to be imported, and this provides interesting opportunities to WBPs. A hard Brexit with the potential of reversion to World Trade Organisation (WTO) rules and tariffs, together with f/x uncertainties, will both increase costs for airport buyers and add significant costs and risks on selling into the UK supply chain. This is not just a Eurocentric matter as it would affect much of the supply chain.

**Impact on WBPs exporting from the UK**

Reversion to WTO rules with Europe would increase costs through increased tariffs, although f/x changes could offset this if the Sterling devalues. More of an issue will be the supply chain that relies on the UK being within the customs union and the ability to source, ship and assemble business from around the EU. These tariff changes would also affect European suppliers who use UK components. Trade tariffs are anticipated to be a significant issue for the aerospace and automotive industries and any bilateral trade negotiations are likely to be driven by those industries. Being outside the customs union could, of course, provide opportunities for duty and tax free sales at UK airports with significant traffic to EU destinations and for EU airports with traffic to the UK.

**Employment and movement of people around Europe**

A polarisation of employment could create significant dislocation for airlines, airports and the supply chain. Apart from the impact of EU nationals working and living in the UK and vice versa providing services across wide spectrums of society, there is the accompanying visiting friends and relatives traffic on which quite a few smaller airports have come to depend. The UK economy has a high service component that has benefited from the ability to employ skilled staff from across Europe. The flexibility of employment has also enabled skilled people to follow the employment opportunities around Europe to the benefit
of airports and their stakeholders. If Brexit creates employment restrictions, employers will either need to endure the inflexibility of new migration rules or to grow their service and manufacturing centres outside Europe, potentially leading to labour shortages and price inflation.

**General impact of European airport facilities**

Whilst the UK is not part of Schengen and therefore border controls exist for those travelling between the UK and EU Member States, the current checks are focussed on criminals and not on rights of abode. Changes to immigration and customs controls on EU/UK traffic, representing some 8% of overall passenger traffic, will make changes to airports inevitable through automation and technologies, reconfiguration of terminal space and equipment—all providing up-side opportunities for WBPs.

**Membership to the European Common Aviation Area (ECAA)**

The growth of European air traffic over the past 20 years has been driven by the low cost carriers through the introduction of the EU Third Aviation Liberalisation Package. This has led to more choice, more competition, increased efficiency and lower fares, making air travel more accessible to a wider population. The ability of EU airlines to have a single Airline Operational Certificate across Europe increases flexibility, which in turn leads to higher utilisation and lower operational costs. Airlines pass on these savings to their passengers through lower fares, which in turn stimulates demand that, down the line, increases demand for WBP services and products. Withdrawal of the UK from the ECAA is likely to have a direct impact not only on three of the five largest airlines in Europe, but also on a significant number of airports across Europe as routes are pulled and charges increased.

The outcome of Brexit negotiations is likely to affect all ACI members (airports and WBPs), particularly those of us in Europe. Now is not the time to sit and watch what happens, but rather be a part of the evolution, working with your governments and ACI. Hopefully the outcome will be a stable transition over the coming years, keeping our airports safe, secure, affordable and an increasing pleasure to use.
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Easy Fast Track will launch a new app for Android and Apple devices that will allow passengers to access the fast track services of all partner airports. There will be an annual quota of members per airport, as this will be a key element to controlling the development of the service.

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U.S. airport infrastructure needs near $100 billion

By Liying Gu, Managing Director, Finance and Research, ACI-NA

U.S. airports have nearly $100 billion in infrastructure needs during 2017–2021 to accommodate growth in passenger and cargo activity, rehabilitate existing facilities and support aircraft innovation, according to a new report released 7 March by Airports Council International-North America (ACI-NA).

Airport Infrastructure Needs: 2017–2021 details the scope of airport infrastructure needs and projects, including those projects not eligible for Airport Improvement Program (AIP) grant funding. ACI-NA estimates that U.S. airports have a collective funding need of $99.9 billion over the next five years, or nearly $20 billion per year, to undertake these projects.

The latest $99.9 billion figure outlined in the infrastructure report represents a 32 percent increase in airport infrastructure needs since the last ACI-NA estimate released in 2015. Infrastructure needs at large, medium, and small hub airports that enplane 99.8 percent of U.S. passenger traffic have increased nearly 42 percent in just two years.

Sixty-three percent of the increase in infrastructure needs is attributed to passenger and cargo growth, with 30 percent attributable to the need to continually maintain a good state of repair for aging airport facilities. As the demand for passenger and cargo services continues to grow, so will the corresponding increase in airport infrastructure development and maintenance costs.

Key findings from the report

- Terminal projects represent 54.1 percent of overall airport infrastructure needs. Landside projects represent 24.7 percent of total needs and airside projects represent 21.1 percent of total needs.

- Large hub airports, which handle 72.6 percent of all enplanements, account for $60.4 billion of total airport infrastructure needs. Large hub airports reported an increase of 50.6 percent in infrastructure needs from 2015. Terminal projects represent 59.6 percent of large
Between 2017 and 2021, America’s airports have nearly $100 billion in capital needs. That’s $20 billion a year. Where is that money needed most to make airports better for air passengers?

U.S. airports have nearly $100 billion in infrastructure needs during 2017 - 2021 to accommodate growth in passenger and cargo activity, rehabilitate existing facilities, and support aircraft innovation, according to ACI-NA’s latest Infrastructure Needs Study released in March 2017.

Airfield Capacity and Standards $19 Billion
Reconstruction $15 Billion
Surface Access $13 Billion
Terminal Buildings $38 Billion

Annually, airports generate about $10 billion to fund infrastructure projects. That leaves airports more than $10 billion short when investing in local airport infrastructure.

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hub airport infrastructure needs. Landside projects represent 24.5 percent and airside projects represent 16 percent of large hub airport infrastructure needs.

- **Medium hub airports**, which handle 15.4 percent of all enplanements, account for $11.7 billion of total airport infrastructure needs. Medium hub airports reported an increase of 28.8 percent in infrastructure needs from 2015. Terminal projects represent 32 percent of medium hub airport infrastructure needs. Landside projects represent 31.5 percent and airside projects represent 36.5 percent of medium hub airport infrastructure needs.

- **Small hub airports**, which handle 8.4 percent of all enplanements, account for $8.5 billion of total airport infrastructure needs. Terminal projects represent 35.4 percent of small hub airport infrastructure needs. Landside projects represent 14.3 percent and airside projects represent 50.3 percent of small hub airport infrastructure needs.

The overall increase in airport infrastructure needs reflects the fact that a recovering economy and increasing traffic demand, coupled with airline consolidation and their strategic shift to focus on hub operations, require large and medium hub airports to invest in major infrastructure improvement projects. Despite a decrease in flights at many small airports, additional funding is still needed for upgrading aging infrastructure, meeting federal mandates and improving the passenger experience.

### A solution with no U.S. federal budget impact

The $20 billion in average annual infrastructure funding needs for U.S. airports is more than double funding currently available through annual airport-generated net income, Passenger Facility Charge (PFC) user fee revenue and Airport Improvement Program (AIP) grants.

Congress can help promote the self-sufficiency of America’s airports in meeting their own infrastructure needs with no new federal investment by eliminating the outdated federal cap on the PFC. This would restore the PFC’s lost purchasing power and provide airports with the ability to set their own levels based on locally-determined needs to ensure the continued safety, security, and improvement of their facilities with no impact on the federal budget.
The WATF is disseminated in a standard EXCEL format. Aggregate airport traffic figures are presented for total passengers (international and domestic), air cargo volumes (in metric tonnes) and aircraft movements. Both absolute figures and compounded annual growth rates are presented over three time horizons which include short-, medium- and long-term over the 2016–2040 period. In addition to global forecasts, regional forecasts are presented for Asia-Pacific, Africa, Europe, Latin America-Caribbean, Middle East and North America. Airport traffic forecasts are also presented for major markets which consist of individualized national projections for over 90 countries.
North American airports are continually expanding and enhancing their passenger experience programs and amenities to provide an enjoyable and efficient experience for airport users. Whether engaging with passengers through an animal therapy program to instill a sense of calm in a busy terminal or providing ample electrical charging stations for mobile devices, airports are committed to not only meeting passengers’ expectations, but also exceeding them.

To help airports better understand their passenger amenities, ACI-NA released the 2017 ACI-NA Guest Experience Management and Passenger Amenities Survey, a snapshot of airport amenities and passenger services at airports across North America. The results of the survey were unveiled at the 2017 Airport Customer Experience Symposium in Phoenix, AZ.

The survey is designed to assist airport customer service professionals in understanding industry-wide approaches to guest experience management and customer service best practices in the airport environment. A total of 69 North American airports—accounting for more than 76 percent of North American passenger traffic—provided feedback for the 2017 survey.

In addition to exploring airport industry adoption of nine core competencies and functions that are part of a strategic enterprise-wide approach to guest experience management, the 2017 survey examines the deployment of guest experience management programs.
Most common passenger amenities

North American airports offer a full array of passenger amenities and services to enhance the passenger experience. The survey benchmarks 91 common airport passenger amenities and services by airport hub size. The top 10 most commonly offered airport amenities and services in 2017 are:

1. ATM services
2. Gift shops/newsstands
3. Airport websites
4. Electrical charging stations
5. Restaurants and bars
6. Lost and found
7. Parking/taxi and limousine services
8. Free Wi-Fi
9. Pre-security pet relief facilities
10. Food and beverage vending machines

As passenger needs change, airports are beginning to phase out unnecessary or redundant amenities and services. The top three rated amenities likely to be eliminated or replaced in the next three to five years are payphones, banking services and smoking rooms.

Passenger amenities outlook

Over the next three to five years, passengers can expect new and expanded airport amenities and services, including nursing mothers’ rooms and pods, post-security pet relief facilities, children’s play areas, airfield observation areas, and adult changing and washroom facilities as the top-rated amenities likely to appear in North American airport terminals.
1. What are the main member interests that you hope to represent in the LAC region and at an international level?

The LAC region is very diverse in terms of language and geography so the development of each country within the region varies. ACI LAC aims to represent each individual country’s best interests. As leaders, we want to ensure we are emphasizing things like training our members to provide value, especially for those with smaller airports. As the LAC region continues to grow, ACI LAC has the task of representing our interests and our concerns with our main stakeholders, governments and so on. Our hope is to do a good job in representing these main interests for airports and the industry as a whole.

2. Growth prospects for airport development in parts of the LAC region are looking promising. What are some of the opportunities in the region for overseas investors?

The LAC region is interesting. It is one of fastest growing regions in terms of bringing in private investors and operators to airports. With expansion in capacity comes more room for new investment. These growing prospects put pressure on authorities to create frameworks for infrastructure development and capacity. There is a lot of opportunity; the entire region has potential for more.

3. You attended Davos this year. Are you able to share any particular insights with the aviation community?

It was very interesting to take part in this community, as they see travel
tourism as a sector. It gives aviation professionals and ACI leaders a closer look at other important industries within aviation like hotel, cruise and others. Everyone who took part in Davos this year showed interest in what is happening in the region and how we are going to address security within the aviation industry without reducing passengers and hindering the economy.

4. The ACI-NA/World Annual Conference & Exhibition 2016 in Montreal saw a meeting of more than 2,500 airport industry executives. As a delegate, what was your experience of the event and can you talk about some of the discussion topics that you found most interesting?

I was only able to attend the conference for a short time, but many airport colleagues reported that it was a fantastic conference with record attendance.

5. Your background in the travel retail trade will give ACI LAC’s members a wealth of insights into the businesses of airports. What main learning did you take from your time in the travel retail sector that you can share with airports looking to increase non-aeronautical revenues?

For every airport, non-aeronautical revenues are key. I think the most important thing that is starting to develop within our organization is an understanding of revenue drivers. What makes airports successful is collaborating with these companies to get the most out of our passengers, as well as meeting all of our passenger’s expectations. My advice to any airport is to work closely with your tenants. In the end, it is a win-win situation. Every airport focuses on different KPIs but there are very few communicating with tenants to ensure sales. Travel retail or traditional retail is something you plan.

6. Airport customer service and passenger experience is increasingly a growing priority with airports globally. What do airports in the LAC region do differently than the rest of the regions to enhance customer experience and provide a positive memorable experience for their passengers?

It is difficult to make a generalized statement about the LAC region. I believe that we have great operators that are striving, working very hard and are cutting edge in the world in terms of their passenger experience. An example is Aruba. It is the first fully automated airport in the world for passenger experience.
Immigration, security, gate control—all of the passenger points from curb to airplane rely on biometrics, a first in aviation worldwide.

Soon this kind of experience will be more widely available, really working on facilitating the passenger experience while improving security measures. These are the type of solutions we are working towards and it is nice to see our region pioneering them.

7. The ICAO council president has stated that in LAC there is a pressing need for infrastructure development and modernization. What is your opinion on the topic?

Again, in such a diverse region it is very difficult to generalize. Within the LAC region, you have big markets like Mexico and then in contrast very small markets like the Caribbean islands. No region in the world has found the right amount of infrastructure to satisfy the need. There will always be a demand for more infrastructure; otherwise, you are over capacity, which also results in a lot of political criticism.

8. Do you foresee any specific areas of cooperation between ACI LAC and ICAO in the region?

Definitely. I think there is a lot of demand to build a stronger relationship. Security and threats would be something on which ACI LAC would work in close collaboration with ICAO and the individual airports. Any solution that we develop has to include our stakeholders and airports.
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Kansai Airports reimagines the pre-boarding passenger experience

By Kansai International Airport

When Osaka’s Kansai International Airport (KIX) recently expanded its Terminal 2, a terminal designed specifically for low-cost carriers, it wanted to demonstrate that low-cost doesn’t mean no frills.

So the airport’s operator, Kansai Airports—a joint venture of France’s Vinci and Japan’s Orix—tackled two crucial aspects of the international traveler’s experience: the security checkpoint and the duty-free shopping area. The twin goals: improve the passenger experience and strengthen airport revenues.

“The key to a successful airport is happy passengers,” says Jeremy Goldstrich, Chief Operating Officer of Kansai Airports. “And one of the places that makes passengers least happy is the security checkpoint. So we thought that was a good place to start.”

KIX decided to install “SmartLane,” a completely
re-thought approach to the design of the security line already in some airports in the United States and Australia but not yet in Japan. By distributing the placement of trays and reconfiguring the pathway through screening, the system boosts capacity from 180 people per hour to 300, a more than 50 percent increase. As a result, waiting time is reduced by about a third.

The improvement is paired with a change in the way checked luggage is handled. For those passengers checking their luggage, screening will be moved to an in-line process that moves smoothly from check-in through X-ray screening, with luggage then sorted to the correct aircraft. This will end the current cumbersome process in which passengers take the luggage to the X-ray screeners themselves after checking in and receiving their baggage tags.

“Everyone benefits from this system,” says Goldstrich. “Passengers have less stress and more time for themselves. Airlines enjoy happy customers and fewer departure delays. And the government can focus its resources more efficiently on countering threats and leveraging these innovations in technology.”

**New approach to duty free**

After passengers emerge from the security area, they formerly walked through a long corridor lined with duty free retail shops. Now, KIX has redesigned the duty free area to promote shopping and lingering.

The straight-as-an-arrow corridor has been replaced with a winding path through retail displays offering cosmetics, jewelry, confectionery and more. The area features both retail shops and restaurants that are unique to Japan and the Kansai region, encouraging passengers to extend their Osaka experience by making one last purchase or enjoying a meal before boarding.

“By reimagining two of the most important passenger experiences—security and the time spent before boarding—we have improved both those experiences,” says Goldstrich. “At the same time, it makes our airport more appealing to additional carriers. That’s a win for everyone.”
In March 2016 ACI celebrated the end of the 2016 Young Aviation Professional Programme (YAPP). The initiative, managed under the International Civil Aviation Organization (ICAO), is a joint initiative with ACI and the International Air Transport Association (IATA).

YAPP is a unique professional development opportunity where selected candidates are able to contribute to projects of joint interest to all three organizations under the direct mentorship of an ICAO expert member and working in close collaboration with IATA and ACI experts. The focus is very much on the inter-relationships between ICAO and the airline and airport industries.

Two of the three 2016 YAPs were eager to share their experience.
Abul Kekilbayev, Young Aviation Professional

“I understand that this programme was designed to immerse the younger generation in an exciting adventure in the aviation world, built around the principles of combined efforts while cultivating a responsible and conscientious awareness of the world around us.

“I’m excited and proud that we are now part of such a diverse and dynamic community. I look forward to the contributions that we, as aviation professionals, will make to the industry. I take this opportunity to share with you some of my experiences at ACI, as well as my views after completing the programme.

“I was lucky to be in attendance during the preparation for the 39th Session of the ICAO Assembly. I was fortunate enough to be a facilitator between ACI and the ICAO Assembly. I learned a lot about the complexity of ICAO and ACI collaboration, and about the industry itself.

“This programme is a unique opportunity to witness and be part of what goes on behind the scenes at an international level—an experience which previously felt out of reach to me.

Last but not least I am grateful to my mentor Michael Rossell. He challenged me to push my boundaries and think outside of the box. I took advantage of it and tapped into his wealth of knowledge and experience. As a result of the programme and his guidance, I feel I have elevated my professional capabilities exponentially.”

Haiqing (Auria) Wan, Young Aviation Professional, Aviation Safety

“The Young Aviation Professionals Programme creates bridges among three international organizations and provides a unique professional development opportunity. I worked in the capacity of YAP Officer, Aviation Safety on projects such as the 40th revision of Annex 6 (Normal Aircraft Tracking) and the first amendment of Annex 19. I also supported the Operational Safety Audit, cabin operations safety and safety data management in the Safety and Flight Operation Division at IATA.

“At the beginning of my ACI rotation, I was acting as an ACI observer in the Air Navigation Commission (ANC) and ICAO Council meetings. During recesses, I worked with the Airport Excellence (APEX) programme team and worked in the outreach, programme standards and application project.

“The one-year experience has been an absolute milestone in my career development. Besides the knowledge gained from subject matter experts, I also developed key soft skills. I highly appreciate those who dedicated their time to mentoring me—because of them I have the opportunity to achieve more in the future.”
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