

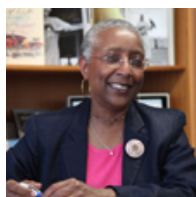


August 2011

Contents

Message from the Director General
ACI World at ICAO
ACI World working with Partners
ACI World Standing Committees
PaxFlash and FreightFlash
Arrivals and Departures
ASQ Programme
ACI Publications
Airport World Magazine
ACI Events
ACI Global Training
Momberger Airport Development News

Message from the Director General



As the Northern Hemisphere summer starts to wind down, we are putting the finishing touches on the upcoming twentieth anniversary year's ACI World Annual General Assembly (WAGA), held this year 31 October to 2 November in conjunction with the ACI Africa Regional Assembly, in Marrakech.

The theme of this year's conference is: *Forward to Basics How resilient is your business?* which reflects the need to confront the enduring airport challenges even while we recover from the depths of the economic downturn. We look at the basics critical to resilience: safety, economics, customer service and understanding the fundamental drivers of passenger and cargo demand. Our exciting opening panel of aviation leaders centres on the "low-cost carrier" phenomenon – where does it go from this point in its evolution and how do airports make it a boon rather than a bane.

As well, for the first time, we are offering two workshops, one on airport investment and the other on commercial revenue. Both are organized by International Airport Professionals (IAP's), graduates of the joint ACI-ICAO Airport Management Professional Accreditation Programme (AMPAP). We will again hold the annual AMPAP graduation ceremony immediately following the General Assembly on Tuesday 1 November, certainly a highlight of the conference as we cheer on the future top leaders of our industry.

As we all try to operate more economically and efficiently, three regions will hold their board meetings in Marrakech: Africa, Asia-Pacific and Europe. As well, ACI Africa and World will hold committee meetings around the conference and the ACI Fund has scheduled a seminar on *Implementation of Safety Management Systems* starting the day after the conference ends. This confluence of activities makes the 2011 WAGA an unparalleled networking opportunity for airport members and World Business Partners alike.

The event will take place in a prestigious location, The Palmeraie Golf Palace, a five-star resort, ten kilometres outside of the city centre with excellent meeting facilities, generous guest rooms as well as

a vast pool area, a large spa and fitness centre, and a 27-hole spectacular golf course. Although the conference will be held in this self-contained resort area, there are also many dining and tourism sites close by. ONDA, the Moroccan airport operator, generously offered to be the official host after Cairo had to postpone its hosting of the event. For those who would like to keep up with the news in Morocco, we have placed a link on the [conference website](#). 🍷

From our success with the March 2011 ACI World/Africa Safety Symposium, I can tell you from personal experience that ONDA is a most gracious host and Marrakech is a most enjoyable city. I look forward to sharing them with you.



ACI World at ICAO

New Requirements in ICAO Annex 17 'Security'

Craig Bradbrook

Amendment 12 to ICAO Annex 17 'Security' became applicable from 1 July 2011 and is published in the 9th Edition to the Annex.

The Annex contains the international aviation security 'Standards', which are obligatory on all Contracting States and 'Recommended Practices' to which Contracting States will endeavour to conform.

Amendment 12 introduces a number of important changes, which are summarized here:

- A new Standard has been introduced requiring States to develop and implement training programmes and an instructor certification system, from 1 July 2013.
- A new Standard has been created to extend the provisions of the Annex, where appropriate, to cover air traffic service providers.
- A new Recommended Practice has been introduced to promote the use of random and unpredictable measures, which contribute to the deterrent effect of security measures.
- A new Practice has also been introduced promoting the establishment of practices to assist in the identification and resolution of suspicious activity. The training of staff in the use of behavioural observation techniques would be one example of such a practice.
- A number of changes were introduced to the Standards covering the security of air cargo, including emphasizing the use of screening where practicable, the establishment of secure supply chains and the protection of shipments from the point of screening or application of other security controls until the departure of the aircraft on which they are being transported.

While these amendments do strengthen the requirements, there are concerns that they do not go far enough, particularly in the light of the attacks on the air cargo supply chain using improvised explosive devices concealed in printer cartridges, last October. The ICAO AVSEC Panel is therefore studying further changes to the Annex, which will likely include defining 'high risk' cargo and a requirement for it to be screened with explosive detection equipment.

New Recommended Practices have been introduced to promote the establishment of measures to mitigate the threat of attack in the landside areas of airports, and also to protect information and communication systems from cyber-attack.

Perhaps the most significant changes for airports relate to the screening of persons other than passengers, namely airport staff and airline crew members, entering security restricted areas. These requirements are designed to mitigate the 'insider threat', the threat from such employees who routinely have access to these areas and might become radicalised by terrorist ideology. A Standard now establishes the principle that such persons and their belongings should be security screened. However, it recognises that 100% screening might not be possible and so also provides for the application of other security measures, including the use of proportional screening, random and unpredictable measures.

Another standard also requires that vehicles being granted access to security restricted areas are subject to screening and other appropriate security controls, in accordance with a risk assessment carried out by the relevant national authorities.

Again, opinions are divided on whether these changes are adequate enough to address the insider threat. There are many States advocating for the 100% screening of staff. The ICAO AVSEC Panel is considering further changes to the Annex in this respect. ACI believes in a risk management approach to aviation security. It recognises that screening is one method but considers that alternative measures that achieve a similar security outcome, should also be allowed. ACI has briefed the Panel on the wide range of problems that airports would face in implementing 100% screening, particularly at the older, space-constrained airports. ACI is actively following this issue and is coordinating its interventions at ICAO with the ACI Regions.

ACI is also participating in ICAO Working Groups looking at the security of air cargo, technology, training, guidance material, proposed changes to be introduced in Amendment 13, the security of Liquids, Aerosols and Gels (LAGs) and the Next Generation security Process.

For more information contact Craig Bradbrook, Director Security and Facilitation cbradbrook@aci.aero



ACI World Standing Committees

ACI World Safety and Technical Committee meets in Mexico and commits to support ACI APEX programme and ICAO panels and committees

David Gamper

The committee met in Mexico City, co-located with the second Pan American Aviation Safety Summit, presented by ALTA (the Latin American and Caribbean Air Transport Association) and the ICAO North and Central America office. The committee held a joint meeting with its Operational Safety Subcommittee, with a total attendance of over 25 members. The committee decided to recommend to the ACI World Governing Board to combine the two groups into one multipurpose committee, so that the work will be seamless.

The Committee's work plan for 2011 and beyond, as assigned by the World Governing Board, was reviewed and priorities discussed, including priorities for the OSSC.

For future meetings, attempts will be made to coordinate meetings with Regional Committee meetings and/or other significant regional events where possible.

The Committee was briefed on the progress and current status of the ACI APEX Programme and on the Global Runway Safety Symposium recently held at ICAO HQ in Montreal. The recently released *Runway Excursion Risk Reduction Toolkit* was distributed to members. Members expressed concern that the emphasis on runway excursions may be drawing attention away from other runway safety risk factors such as FOD, birds and wildlife. The Committee concluded that its work to support runway safety (described in the World Governing Board's charge to the Committee as "Develop a Plan to Reduce Runway Excursions") should be more holistic, and agreed to develop a Runway Safety Handbook, expanding on guidance currently contained in the Airside Safety Handbook. A working group will be formed to develop this new handbook.

The interim results of the status survey on Runway End Safety Areas and Safety Risk Assessment were reviewed, with no conclusions drawn as results are still preliminary. This led to discussion on whether ACI should work on guidelines for runway safety risk assessment or at least review and list current practices that we would endorse as best practice, through ICAO. It was decided to address this question as a component of a working group on "Fostering a Good Safety Culture".

The committee discussed the new initiative on adaptation to climate change which the Environment Committee is leading. The World Governing Board has assigned a part of the work to the Safety/Technical and Economics Standing Committees. After discussion, it was decided that the committee needed more time to review the background material before developing a plan to address this issue.

Various activities of the ICAO Aerodromes Panel and its working groups were reviewed, and also the proposed charges to the Panel from the Air Navigation Commission for the 2011-2015 cycle. This led to considerable discussion of the need to have active involvement on the working groups as well as the value of the ACI Secretariat in monitoring these activities, as well as the work of the PANS-Aerodromes Study Group.

Two documents were debated in detail:

- The ICAO State Letter dated 30 May on proposed amendments to Annex 14. A schedule was established to ensure as full and substantive a reply as possible, on behalf of ACI and its Regions. Comments were requested from committee members by 22 July so that the ACI secretariat can draft a response for circulation to Regions by 8 August. Comments on the draft response will be required by 21 August, in order to send the final response to ICAO by the required date of 15 September.
- The Draft Air Navigation Commission discussion paper regarding the Aerodromes Panel work programme raised particular concern over the proposal to review the boundaries of the ICAO Aerodrome Reference Codes, particularly if this might lead to a new code “C+” for wingspans of over 36 metres, as had already emerged as a proposal from an expert group under the Panel’s Aerodrome Design Working Group. This has been discussed previously, and there was a continued strong consensus that ACI should take the position that such a change must be properly supported by economic analysis from the manufacturers, as we believe it could drive considerable extra cost for many airports to accommodate it. Further, there was consensus that such a change could possibly be acceptable to the extent that current “separation buffers” e.g. for taxiway separation were also reduced, based on evidence of safe operation with reduced buffers and studies of deviations from centre lines while taxiing. The other issue in this draft discussion paper that raised considerable interest with the Committee was the proposal to review ICAO’s guidance on taxiway naming conventions. The Committee agreed that it would be important to remain involved in this project through ACI representation on the Panel.
- ACI support for Airport Collaborative Decision Making and Performance Based Navigation was discussed in the context of collaboration with CANSO. It was concluded that these two topics should be addressed under the broader issue of the ICAO’s “Block Upgrade” work on future Communication, Navigation and Surveillance.
- Guidelines proposed by IATA to make the Airport Operator responsible for the quality of aviation fuel dispensed on an airport were discussed and dismissed by the Committee. It was concluded that in most jurisdictions, local law would define such liability. It was also concluded that this responsibility must normally be that of the system operator.

For more information contact David Gamper, Director Safety, Technical and Administration
dgamper@aci.aero



ACI World *working with Partners*

Community Noise Workshop in New Delhi, India

Xavier Oh

In late June, ACI’s Environment Manager, Xavier Oh, participated in a workshop on airport noise hosted by the DGCA in New Delhi. Rapid economic growth in India continues to improve the standard of living in the nation, driving the demand for aviation and at the same raising the quality of life expectations of the general population. ACI took the opportunity to highlight its recommended practices for dealing with noise at airports based on three pillars – aircraft fleet and operational improvements to decrease noise emissions, implementation of appropriate land use planning to reduce the number of residents in noise affected areas, and outreach programmes that inform individuals and maintain airports as integral partners in their local communities.

Other speakers included environmental managers from Athens and Frankfurt airports. Topics ranged from environmental acoustics to aircraft noise technology and noise abatement procedures. Clearly,

while CO2 emissions dominate international discussions on aviation and the environment, noise remains a major issue that if not addressed, will continue to hamper airport operations and growth.

For more information contact Xavier Oh, Senior Manager Environment xoh@aci.aero



PaxFlash and FreightFlash June 2011

June passenger traffic growth strong, freight flat

Worldwide passenger traffic grew significantly in June, up nearly 5 per cent worldwide over June of 2010. International traffic saw a 6.2 per cent increase and domestic traffic was up 3.6 per cent. Only the Africa region saw a decline, largely due to civil unrest in several major North African markets.

Commenting on the trends, Andreas Schimm, Director of Economics at ACI World noted, “June results are very robust closing off an excellent second quarter against the background of numerous challenges. Passenger traffic growth was firmly supported by higher demand in Europe pointing to a positive summer holiday season while results in Latin America-Caribbean remained strong despite many flight cancellations due to the volcanic eruption in Chile. Other airports in the southern hemisphere, in South Africa and Australia also suffered from the ash cloud causing some traffic declines there. All in all, passenger demand seems very healthy and resilient defying a somewhat shaky and erratic post recovery period in key national economies”.

Freight tonnage was down 1.9 per cent for June. Schimm commented, “Freight may well be down partially due to high fuel prices and it is likely there has been a diversion to maritime for freight that is less time-sensitive. And in Asia-Pacific, there continues to be a contraction in freight volumes as Japan recovers from the industrial production decreases following the earthquake and tsunami earlier this year. But the IMF continues to forecast growth in emerging and developing economies and increased world trade for the last half of 2011; thus cargo should bounce back before year-end”.

TABLE 1: SUMMARY WORLDWIDE TRAFFIC RESULTS, June 2011 (% CHANGE)			
	June 2011 Over June 2010	Year to date 2011	12-month rolling year
<i>PaxFlash</i>			
International passenger	6.2	7.3	7.7
Domestic passenger	3.6	4.4	4.9
Total passenger	4.8	5.7	6.2
<i>FreightFlash</i>			
International freight	(2.9)	2.1	7.7
Domestic freight	0.1	1.1	2.9
Total freight	(1.9)	1.9	6.2

Latin America-Caribbean, with particularly strong growth in Brazil and Mexico, had the highest rate of growth of the six regions with 9.4 per cent. The Middle East followed with 8.9 per cent, as Abu Dhabi, Dubai and Muscat all showed double-digit growth. Europe came in at 6.7 per cent, with high growth at many regional airports (most of which rely on low-cost carriers) and steady growth at the major hubs. Once again Turkey’s airports registered high growth, with Istanbul’s two airports both up into double-digits. In northern Europe, Helsinki showed impressive growth and Oslo and Stockholm both rose sharply as well. Among the major hubs, Amsterdam led the way. In North America, bright spots were Las Vegas, Ft. Lauderdale, Los Angeles and Vancouver.

In Asia-Pacific, steady growth in most the region was offset by a steep decline at Tokyo Narita and a downturn at Osaka as well, as the economy struggled to recover from the earthquake and tsunami in the first quarter. Among the larger airports, Bangkok saw the fastest growth. In Africa, the continent's busiest airport, Cairo, saw passengers decline considerably. Regional airports in Egypt saw larger percentage declines. Johannesburg was down over 10 per cent as the volcanic ash cloud adversely affected operations.

In air freight, Africa saw declines paralleling the drop in passengers, with the volume down 12.8 per cent. But Asia-Pacific and Europe were also in negative growth for the month. In Asia-Pacific, trade in high value auto parts, one major driver of volume, has been particularly affected in the region as Japan's manufacturing sector struggles to recover. In Europe, freight was off 3.6 per cent. One explanation could be that shippers in Europe can easily divert freight to truck or rail when fuel prices are high. North America and the Middle East had negligible gains over June 2010 and Latin America-Caribbean was a bit stronger at 2.2 per cent growth. Cargo load factors were reported to be down worldwide, as many carriers maintained high capacity after the unprecedented growth in freight volumes throughout most of 2010.



[Read the full Press Release](#)



Departures and Arrivals



Dr. Rafael Echevarne to join ACI as Director of Economics and Programme Development

Airports Council International is pleased to announce the appointment of Dr. Rafael Echevarne as Director of Economics and Programme Development at ACI World Headquarters in Montreal, Canada. He will take up his post in September 2011.

Echevarne holds a PhD in Airport Economics from Cranfield University (UK) and a Masters in Air Transport from Westminster University (UK). He recently ran his own airport economics and management consultancy firm and previously occupied positions in companies in Europe, Australasia and the Middle East, including: Ferrovial, Copenhagen Airports, Abu Dhabi Airports Company and Airways Corporation of New Zealand. He has been actively involved in the privatization and development of aeronautical infrastructure and the provision of consultancy services worldwide, covering the fields of airports, airlines and air traffic control. Dr. Echevarne regularly lectures in a number of postgraduate aviation programmes.

Dr. Echevarne will succeed Andreas Schimm, who joined ACI World in May of 2003 and took over the economics portfolio in 2006. Mr. Schimm had earlier decided not to move to Montreal, preferring to remain in Europe for personal reasons.



[Read the full Press Release](#)

Cheryl Marcell took up her position of Director Communications and Events in Montreal on 1 August

Jenny Waddell, Communications Manager, will be leaving ACI World at the end of August

James Roach will take up the position of Communications Manager in Montreal from 22 August.



ASQ programme

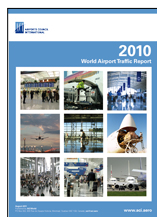
ACI World extends a warm welcome to **Zagreb Airport** which will participate in the ASQ Survey Programme. ASQ regional forums will be held over the next 6 weeks. These forums are open to ASQ's participating airports (now numbering some 210 airports) or any airport which is interested in ASQ and customer service quality. Workshops are free of charge and

represent an excellent opportunity to discuss the programme and to compare best practices with participating airports.

ASQ Forums

24 - 26 August	ASQ Americas Forum	Cancun, Mexico
7 - 9 September	ASQ European Forum	Barcelona, Spain
21 - 23 September	ASQ Africa/Middle East/Asia Pacific Forum	Beijing, China

www.airportservicequality.aero



ACI Publications

The **2010 ACI World Airport Traffic Report** is now available!

Member copies have been sent to all official ACI Members Liaisons and additional copies can be purchased from our website.

After two years of stagnation in the wake of the global economic and financial crisis, global airport passenger traffic rebounded in 2010 recording a 6.6 per cent increase. For the first time ever, the number of passengers departing and arriving at airports worldwide crossed the five billion mark. Hence, global passenger volumes have doubled since 1994.



Order Now



ACI Magazines June-July Edition

In the Spotlight: Investing in airports
Airports: X'ian, Tampa & Memphis
Retail: Health & Beauty
Plus; Airport design & observation platforms



Read online



ACI Events






ACI WAGA 2011

ACI WORLD/AFRICA ANNUAL GENERAL ASSEMBLY, CONFERENCE & EXHIBITION
MARRAKECH, MOROCCO - OCTOBER 31-NOVEMBER 2

'Forward to Basics - How resilient is your business?'






- ▶ Download the [conference brochure](#)  and the [conference programme](#) 
- ▶ Download the [early registration form](#) 

Conference Site: *Palais des congrés de la Palmeraie*

This spacious resort includes two 5-star hotels, the [Palmeraie Golf Palace](#) and the brand new Intercontinental Resort & Spa. (The resort is described in the Director General's introduction to this World Report). . ONDA and ACI have negotiated very attractive hotel room rates for our event

delegates which will soon be available via an online booking system.

- [Rates and contacts for all conference hotels](#) 
- [Reservation form for the Palmeraie Golf Palace](#) 
- [Reservation form for the Ibis Palmeraie \(alternate hotel choice\)](#) 



The Power of India
6-8 December, Hyderabad, India

‘The Power of India’ is a joint venture between Airports Council International and The Moodie Report – already partners in the industry’s leading airport revenues conference, The Trinity Forum.

Some of India’s most powerful figures in the aviation and travel retail sectors will address the country’s biggest-ever airport commercial revenues conference this December.

Hosted by powerful infrastructure giant GMR, which operates Delhi Indira Gandhi International Airport and Rajiv Gandhi International Airport in Hyderabad, the event will be held at the Novotel, a new facility which features several excellent restaurants and superb fitness, spa and swimming opportunities.

Events for 2011

August		
24 - 26 August	ASQ Americas Forum	Cancun, Mexico
29 August - 1 September	ACI North America Public Safety & Security Fall Conference	Arlington, VA, USA
September		
7 - 9 September	ASQ European Forum	Barcelona, Spain
17 - 20 September	20th ACI Latin America Caribbean Annual General Assembly, Conference and Exhibition	Montego Bay, Jamaica
21 - 23 September	ASQ Africa / Middle East / Asia Pacific Forum	Beijing, China
October		
16 - 18 October	20th ACI North America Annual Conference and Exhibition	San Diego, CA, USA
31 October – 2 November	21st ACI World/Africa Annual General Assembly, Conference & Exhibition	Marrakech, Morocco
November		
7 - 10 November	ACI North America Concessions Conference	Atlanta, GA, USA
28 - 30 November	ACI Europe & ACI Asia-Pacific Airport Exchange 2011	Abu Dhabi, U.A.E.

www.aci.aero/events



ACI Global Training

Non-aeronautical revenue: a key to airports’ economic success
Paul Behnke, ACI World Senior Business Advisor

“Sell airlines, buy airports” was a Powerpoint slide which Dr. Rigas Doganis of Cranfield University liked to show at the beginning of his presentations to rivet the audiences’ attention. We first heard that message in 1998, and I believe the slogan is still true. Most large international airports are simply better investments than most airlines. Indeed, we see conservative investors such as the Ontario Teachers’ Pension Fund investing in airports, a sure sign that the risk is perceived as low, and the returns seen as steady over the long run. How did we get to this point?

Maximising non-aeronautical revenue is essential to the modern airport in order to make a reasonable return on investment (to remunerate either the government or private investors) and build up funds to finance future capacity. By diversifying their income streams, airports are better positioned to ride out bumps in the business cycle. Historically, airport credit ratings have been much more stable than those of the airlines, in line with Dr. Doganis’ theme.

Another benefit of non-aeronautical revenues is that, unlike user charges, which are in most nations tightly controlled by the government, income from non-aeronautical activities is market-based, free of regulation. The market of course regulates prices at airport retail and parking facilities and hotels, but the airport’s advantage in location is considerable. Retail sales and duty free operations thrive when passengers have a seamless check-in, border control and security experience and find themselves with unexpected dwell time before boarding. Airport car parking in North America is a huge business in itself, accounting for as much as 25% of overall revenue at many airports. Retail and duty free sales tend to lead the way at airports in Europe, Asia Pacific and the Middle East.

ICAO statistics in 1990 reported that airport non-aeronautical revenue was running at about 30% of total revenue at international airports (if domestic airports were included, the figure would have been much lower). The global figure has grown to over 46% today according to ACI’s annual *Airport Economics Survey*. Airports worldwide are stepping up this part of their business. Hong Kong International Airport (HKIA), which opened in 1998, was designed with an emphasis on providing a quality of service to travelers, not only in its superb passenger facilities but also the world class shopping, dining and entertainment choices. HKIA provides a good illustration of a successful non-aeronautical business plan.

HKIA put a premium on passenger comfort, customer service and providing a full range of goods and services from Day One. (For customer service, HKIA was named the world’s best among airports serving more than 40 million passengers annually, for five consecutive years in ACI’s Airport Service Quality ((ASQ)) survey). On opening in 1998, HKIA unveiled ‘Hong Kong SkyMart’, an airport shopping mall with over 100 retail outlets. And retail area at HKIA has now been expanded into having a total of over 280 retail shops and 80 food and beverage outlets in its T1 and T2. The 5-star Regal Airport Hotel (recognized as the Best Airport Hotel in the World and in Asia 2011 in an industry poll) and the SkyCity Marriott Hotel provide convenient accommodations for travelers. HKIA also granted licenses to the Plaza Premium Lounge Management Ltd. for operating commercial passenger lounges; the Travelers’ Lounge at the airport’s East Hall is a 1,400 square metre (largest in the world) flagship lounge offering full amenities under one roof and a secluded area for VVIPs to enjoy tranquility as well as privacy during travel. The lounge has extensive meeting facilities and a sophisticated video-conferencing system.

The 340-square-metre precious metals depository (operated by HKIA Precious Metals Depository Limited, a subsidiary wholly owned by the Airport Authority) at HKIA was opened in September 2009 to provide a gold storage and a physical gold exchange/ settlement venue for international traders.

At HKIA, we see the results of a tradition of innovation and an entrepreneurial corporate culture paying dividends. In 2010, over 63 percent of total revenue was from non-aeronautical income, among the highest proportion of any ACI member airport.

In sum, non-aeronautical revenues have become a key element in the airport business plan. Creative use of airport property includes the construction of a medical clinic at Dallas-Ft. Worth International Airport, a casino at Amsterdam Schiphol, productive oil drilling on the airport property in Denver, a golf course in the noise footprint at Tokyo Narita, and business and industrial parks at many airport locations. The attraction of the airport location can be very powerful. For example, office space at Schiphol Airport commands rents higher than the equivalent space in downtown Amsterdam. Airport operators worldwide are looking to create new business opportunities in the fast-paced airport marketplace.

In an effort to analyze best practices in non-aeronautical revenue enhancement across the international landscape, ACI Global Training offers a training course designed to introduce airports and business partners to innovative, proven scenarios in the field of non-aeronautical revenue generation.

We invite you to register and attend the upcoming course 12 – 14 September, 2011 in Hyderabad, India.

Should you require additional information, please feel free to contact us at training@aci.aero.



ACI visits SITA SCC in Montreal!

Suzanne Acton-Gervais, Manager Global Training



On July 6, 2011 the ACI team had the pleasure of visiting World Business Partner SITA at their Montreal office. SITA certainly demonstrated to us why they are a leading specialist in air transport communications and IT solutions. They are a company of experts that deliver and manage business solutions for airlines, airports, governments, and global travel distribution systems over the world's most extensive network. In short, SITA presented to us why they form the communications backbone of the global air transport industry.

Their global reach is supported by over 4,700 staff worldwide; they comprise 140 nationalities and speak over 70 languages!

During our visit we had the pleasure of visiting the SITA Command Centre (SCC). The SCC command centre was very similar to an air traffic control centre using the most advanced automation, monitoring and process management tools in real-time.



Follow the sun...

As day turns to night and night turns to day the SITA Command Centre provides constant and consistent global operational support in a zero downtime environment. Their follow-the-sun model of operation and leading edge facilities in both Montreal and Singapore ensure complete continuity of service at the highest level 24/7.

Did you know?

SITA has considerable impact on the aviation community and industry. They collaborate with the industry and lead in many ways that provide innovative solutions and systems that change the way the industry works. To name a few:

.aero: is the world's first industry-based top level Internet domain (TLD), introduced in March 2002 as an initiative run exclusively by and for the aviation community. As a sponsored domain, .aero can define and implement its own policies designed to safeguard the integrity of the domain, something that cannot be achieved in the original public domain structure (.com, .net etc...).

BagMessage: a fast message distribution system that mediates between multiple DCSs and baggage systems. Designed to help cut costs by reducing the number of communication connections between airlines and airports need.

Airport Hubs: Communication services are usually delivered in airports using multiple, dedicated resources (routers, legacy platforms, per service connection circuits). Through its Airport Hubs initiative SITA provides airport environments for both airport and airlines to "share" common facilities. Airport Hubs consist of a WAN and Virtual Local Area Network (VLAN) infrastructure, deployed in airports worldwide, to deliver Internet Protocol (IP) and legacy services over a shared infrastructure, effectively bridging the gap between the two technologies.

AirportConnect CUTE (formerly known as CUTE XP): is a common software, hardware and network solution for airports. It enables airlines and handling agents to access their own systems from workstations and printers shared by all users. AirportConnect CUTE supports passenger processing

applications such as departure control and boarding systems - as well as airport operations systems such as flight information displays and resource management.

SITA also offers Border Management Solutions which provides passenger data that helps government control authorities improve border management and transportation security.

Thank you SITA for the wonderful and informative visit! For more information on SITA go to: www.sita.aero



Online Learning Centre

www.olc.aero



Leading the Caribbean with Online training

MBJ Airports Limited in Montego Bay Jamaica is leading the way amongst airport operators in the Caribbean through the delivery of specialized training to staff in partnership with Airports Council International's Online Learning Centre.

In 2010 MBJ delivered 637 hours of training to 141 staff members in the areas of Airport Safety, Commercial Development, Environmental Management and a range of Business, Project Management and Information Technology skills.



MBJ Human Resources Manager, Judith Jones-Watson said:

"when budgets are tight and off site training expensive; this is an excellent way of ensuring our employees are still being provided with the necessary skills and competencies required to deliver good performance on the job – ACI really meets our current needs and we are able to have excellent records of who is being trained, what they are being trained on and that this is all productive time".

Staff also appreciated the opportunity to continue developing their skills and participate in ongoing professional development.

"Thank you for the opportunity in participating in a very informative and detailed study of project management and its varied interdependencies. Having completed the course, I must say that this intense study was challenging, however rewarding and will be applicable to my ongoing responsibilities"

"Effective communication is very important at our work place and in our personal lives. This course provided me with the skills I needed to ensure that we communicate effectively for maximum success"

In 2011 MBJ plans to deliver a further 388 hours of training to 96 employees as part of their 2011 professional development plan.



MBJ Airports Limited is a partnership between Abertis Airports and Vancouver Airport Services, both leaders in airport management. MBJ operates the Sangster International Airport in Montego Bay, the leading tourism gateway to the island of Jamaica.

For more information visit www.mbjairport.com



Advance your career opportunities and improve your skills by enrolling in one of ACI's Online Certificate Programmes

Certificate in Airport Environmental Management

This certificate programme provides airport staff with an understanding of the basic principles of sustainable development and environmental management at an airport.

Cost USD \$695

Certificate in Concession Management

This certificate programme provides staff with the knowledge and skills to be more proficient in the management of airport concessions.

Cost USD \$395

Certificate in Project Management

This certificate programme is designed for individuals, project team members and managers who are new to project management as a formal discipline. The course is developed in line with the Project Management Body of Knowledge (PMBOK) adopted by the Project Management Institute (USA) and by organizations throughout the world.

Cost USD \$950

New Courses Available Now

Passengers with Disabilities and Reduced Mobility Awareness Training

Disability and Reduced Mobility Awareness Training is now mandatory for airline and airport customer service staff in:

- European Community under regulation EC1107
- United States under the Air Carrier Access Act
- Canada under the Canada Transportation Act

This new online course has been developed in partnership with the Open Doors Organization (ODO) and provides participants with an awareness of, and appropriate responses to, customers with physical, sensory, mental, and hidden disabilities, as well as those using service animals.

Cost USD \$95

For more information visit www.olc.aero or contact enrolments@olc.aero



Global ACI-ICAO Airport
Management Professional
Accreditation Programme (AMPAP)

The Global ACI-ICAO AMPAP: offering a full slate of courses for 2011

Only 4 years since its launch, the Global ACI-ICAO Airport Management Professional Accreditation Programme (AMPAP) has welcomed a community of 500 participants from over 80 countries worldwide. To date, over 130 of these AMPAP enrollees have completed the Programme's six-course curriculum to earn the International Airport Professional (IAP) designation.

Although the IAP designation is intended exclusively for airport executives, industry stakeholders enrolled in AMPAP are now eligible to earn the Programme's newly-created Associate Diploma. With this new addition, the programme had its first Associate Diploma graduates earlier this year, which included ACI and ICAO managers as well as ACI World Business Partners. Currently, these industry stakeholders make up about 10 percent of AMPAP participants.

To register for upcoming AMPAP elective and mandatory courses, please visit the website for the schedule at <http://iap.aero>

Registration is now open for the following AMPAP entry courses, offered in classroom format:

5 – 9 Sept, 2011	Athens, Greece
18 – 22 Sept, 2011	Abu Dhabi, UAE
10 – 14 Oct, 2011	Dar Es Salaam, Tanzania
24 – 28 Oct, 2011	Kuala Lumpur, Malaysia
14 – 18 Nov, 2011	Beijing, China
12 – 16 Dec, 2011	Las Vegas, United States



Momberger Airport Development News

This is a summary of the full report which can be found on our website

EUROPE

Germany: the countdown for Berlin's new airport has started.

Spain: during the next financial year, the activity of AENA will be divided between the recovery of air traffic – a total of 197 million passengers (+2.8%) is expected at Spanish airports – and budgetary austerity, in order to minimize the effects of the economic crisis.

United Kingdom: London's Heathrow and Gatwick airports are spending almost GBP 3.8 billion on makeover projects to address overcrowding of passengers in their waiting areas and lounges.

NORTH AMERICA

USA: the Los Angeles board of airport commissioners has approved a USD 5 billion budget for Los Angeles world airports (LAWA) for the fiscal year that began on 1 July 2011.

USA: construction on the first phase of the USD 1 billion redevelopment project at Houston's 'George Bush Intercontinental Airport' will begin by the end of 2011.

Canada: Edmonton International Airport will have to double capacity by 2035 in order to keep up with oil development in Northern Alberta.

LATIN AMERICA & CARIBBEAN

Brazil: a study by Brazil's economic research institute released on 14 April 2011 stated that it is unlikely that the country's airports will be ready in time for the 2014 world cup.

Costa Rica: the government will invest CRC 1.34 trillion (USD 2.66 billion) to improve and modernize the country's port, airport and highway infrastructure over the next few years, according to the 2011-14 national development plan.

ASIA-PACIFIC

India: the need for airport infrastructure in India has increased considerably by air traffic liberalization initiatives and the entry of low-cost carriers (LCCs): during the past five years.

India: the plan to build a second airport for Mumbai received a major push on 16 May 2011, when the steering committee for the proposed Navi Mumbai Airport, comprising civil aviation and state government officials, gave its nod to the draft master plan

Sri Lanka: runway construction work of Sri Lanka's second international airport at Mattala in the Hambantota district has been completed.

Indonesia: transport minister Freddy Numberi said Indonesia had set itself the target of having 65 international airports by 2030

Singapore: Changi Airport, which served a record 42.04 million passengers (+13%) in 2010, is building up its role as an Asian hub thanks to economic growth in nearby countries and service expansions by low-cost carriers

Malaysia: Malaysia's aviation industry is expected to undergo rapid growth and Kuala Lumpur International Airport (KLIA) will become an important air transport hub for Asia by 2020 with capacity to handle 67 million passengers

Thailand: ICAO supports plans of airports of Thailand Plc (AOT) under its single-airport policy to proceed with expanding Bangkok's Suvarnabhumi Airport to raise its annual handling capacity to 60-65 million passengers from 45 million.

Myanmar: china communications construction (CCC) is investing USD 100 million in building an airport near Naypyidaw, the new capital built by Myanmar's ruling junta in 2004.

Vietnam: Prime Minister Nguyen Tan Dung has approved in principle a master plan for long Thanh International Airport in the south-eastern Dong Nai province.

Hong Kong: Hong Kong International Airport (HKIA) has unveiled a 20-year master plan for its future development, which includes the possibility of building a third runway.

WESTERN ASIA

UAE: Dubai airports announced in early July 2011 that Sheikh Mohammed Bin Rashid Al-Maktoum, vice-president and prime minister of The United Arab Emirates and the ruler of Dubai, has endorsed its USD 7.8 billion (AED 28.8 billion) airport and airspace expansion programme which will boost capacity at Dubai international from 60 million to 90 million passengers per year by 2018.

Oman: transport & communications minister Dr Ahmed Bin Mohammed Al-Futaisi has signed nine agreements worth OMR 846 million for development projects in the civil aviation, road and land transport, and communication sectors.

Iran: Tehran-Mehrabad international airport (THR) has been serving Iran for over 40 years. With an annual capacity of over 8.5 million passenger, four terminals and 50 check-in desks, it still is the country's largest airport.

AFRICA

Namibia: the Namibia airports company (NAC) is undertaking substantial capital projects, including runway rehabilitation and a new arrivals terminal at Windhoek's 'Hosea Kutako International Airport' (HKIA), a new passenger terminal at Walvis Bay international airport, and a new passenger terminal at Ondangwa airport.

Nigeria: the minister of aviation, Mrs Fidelia Njeze, has said that a NGN 300 billion bail-out Fund has been set aside by the federal government for the aviation and power sectors

Kenya: the four-phase modernization of Nairobi's 'Jomo Kenyatta International Airport' is under way.

