



# ACI World Report

## March 2011

### Message *from the Director General*



Dear Colleagues

ACI has forecast that by 2029 world passenger traffic will more than double, passing the 10 billion passengers per year perhaps as early as 2027. This and the implications

for capacity became a central theme at the ACI World and ACI Europe airport economics and finance conference.

International traffic will be a key driver for this expansion. Asia-Pacific and Latin America will continue to see high growth in domestic traffic and are likely to develop their domestic networks before expanding their international routes. Yet based on previous experience, where domestic traffic is strong today in emerging markets such as India, China, Brazil, Colombia and Indonesia, we can anticipate that as they mature, the next step will be an expansion of international traffic.

Infrastructure capacity is thus a critical concern, with many airports already working at or above capacity. Airports will continue to march to the drum of long term investment requirements and community and environmental pressures. Can airports build fast enough to keep pace? Can we find the investors and lenders we need?

During the two-day conference, airports and their strategic banking and financial partners provided insight into the re-invigoration of airport investment potential, at home and abroad. Regulators provided a strong input at this year's conference, considering the positive and negative impacts of various regulatory regimes. Economic analysts as well addressed a range of factors – some positive and some limiting – that will have an impact on future prospects. We also learned more about the practical application of performance measures and their contribution to the airport's financial success.

Airports plan years, even decades, in advance. We are a capital intensive business as shown by the capital expenditure of USD 34.6 billion in 2009, lower than usual due to project reassessment in light of slower growth as well as tight money. In 2010, airports expect to spend a total of USD 38.5 billion, adding to their long-term debt burden of USD 240 billion. Even with industry revenues reaching USD 95 billion, we must pay out operating expenses to the tune of USD 57 billion and bear the cost of capital



(interest and depreciation) taking out another USD 29.5 billion.

Airports are challenged by reticent investors and straightened money markets. We face volatile airline customers, cross-border investment restrictions and heavy-handed regulatory frameworks. The conference presenters alerted participants to best practice approaches to build asset attractiveness and investor confidence in our airport sector.



*Michael McGhee*  
Global Infrastructure Partners

I want to thank the delegates and generous sponsors who joined us at the London venue, in particular for their open exchanges on some very tough topics. I think everyone who attended took away new insights and hopefully some creative ideas that will strengthen airport economic vitality and ensure that we can serve our communities well in the years to come.

Angela Gittens  
Director General, ACI World



## **ACI opposes mandatory increase in length of runway end safety area, and contributes to review of ICAO Annex 14**

*David Gamper*

ACI took part in the ninth meeting of the ICAO Aerodrome Design Working Group (ADWG) from 21 to 25 February in Paris, represented by Rob Ten Hove (Amsterdam Airport Schiphol – also advisor to Netherlands representative), Bruno Maingon (Aéroports de Paris) and David Gamper (ACI World).

The ADWG reviewed the results of the last Aerodromes Panel meeting (AP/2, October 2010), noting that most of the AP's proposals have been accepted, although the ANC review is not yet concluded.

The ADWG was informed that a working group of the ICAO Air Navigation Commission has proposed that the present Recommended Practice for Runway End Safety Areas (240 m for Code 3 and 4 runways, 120 m for Codes 1 and 2) should be upgraded to a Standard. ACI is opposed to this proposal, believing that the recommendations of the Aerodromes Panel were fully appropriate. The AP proposal introduced new guidance on conducting a runway risk appraisal, and proposed mitigations for such risks, including arrestor systems where justified. Furthermore, issues such as feasibility (many runways are bounded by the sea, terrain, waterways, railways, roadways etc), the cost of major changes, effect on airline payload/range, and risk assessment do not seem to have been covered. The proposal is particularly difficult in cases where the additional RESA is only possible at the expense of runway declared distance (which in the worst case could be reduced by 25 percent or more, even

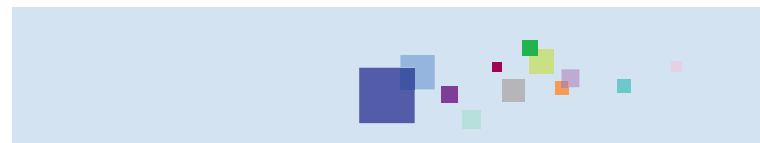
if the current 90 m is being met). ACI will try to obtain either withdrawal of the proposal or its referral back to the Aerodromes Panel. If it is still included in the State Letter, ACI will collect information from members to build a case for a more flexible, performance-based standard, consistent with SMS principles.

The ADWG also worked on the Comprehensive Review of chapter 3 of ICAO Annex 14; taxiway naming conventions to minimize the risk of runway incursions; and taxilane separation for dual taxilanes on aprons. On taxiway naming conventions, a consultation on precise wording will be conducted after the meeting, and for dual taxilanes, it was proposed to adopt the same clearances as for taxilane to object separation, by adding a half wingspan to these.

The review of chapter 3 of Annex 14 is being progressed by two groups which report back to the ADWG. These were the Aerodrome Reference Code Subgroup [ARC], and the Physical Characteristics Subgroup [PC]. The ARC group considered that airport operators normally accommodate new aircraft types by adapting their infrastructure to that specific aircraft type, especially where an upgrade to the next full ICAO code is either impractical or financially infeasible. However, the group recognizes that this aircraft type-specific approach tends to dilute the worldwide applicability of Annex 14 Aerodrome Reference Codes for planning of airports, so regulators desire to keep the ICAO code system in active use. The group believes that the best way of doing this is by keeping the code system relevant, which implies reducing excessive safety buffers and adapting the ICAO code system to aircraft types in the current and future fleet mix. The ARC group challenged the aircraft manufacturers to prove that the buffers for Codes B and C can be reduced safely, so that the wingspan limits for these codes can be increased by the same amount as the buffer is reduced. This

would avoid modifications to airports designed to a current code limit (except for the issue of clearance at parking stands). For codes E and F, the group wants to see a synthesis of all the taxiway deviation studies conducted recently with an explanation of the statistical results. This would enable a safe reduction in buffers and a corresponding increase in wingspan. The Physical Characteristics Subgroup [PC] continued its work on the functions and purposes of infrastructure items, concentrating on strips and shoulders. Both the ARC and PC subgroups will meet again in July, chaired by ACI. The next ADWG meeting is planned in October.

*For more information please contact David Gamper at [dgamper@aci.aero](mailto:dgamper@aci.aero) *



## ACI wins concession at ICAO Air Transport Committee on new Model Clauses in Bilateral Air Services Agreements (ASAs)

David Gamper

ACI along with IATA and many States succeeded in having new model clauses for Air Services Agreements rejected at the ICAO Air Transport Committee meeting in January. These clauses could have been used to introduce an obligation to grant slots to new services. ACI opposes any linkage between bilateral agreements and the slot allocation process. Any such obligation would necessarily be at the expense of existing slot holders and would risk overriding the fairness of the slot allocation process. The non-recommendation by ICAO of model clauses which would create such obligations (see the text of Options 2 and 3 below) reduces the likelihood that States will use such language in bilaterals. Option 1 which was retained, is considered acceptable.

Imagine that you are the slot coordinator at a Schedule Coordinated airport. A bilateral agreement is signed between your country and another, which allows new direct flights. According to the language which was proposed, the bilateral might grant rights to slots at any times that the airline(s) concerned want. Thus you as coordinator are obligated to give slots at prime time to the new operation. How can you do this when the period concerned is already "fully booked"? - only by confiscation, which would deprive existing carriers of their slots, which would be contrary to the rules that have been in place for several decades, under the IATA Worldwide Scheduling Guidelines. In Europe, it may even be impossible to do so, being apparently contrary to EU Regulations applying to slot allocation.

That being said, ACI does recognize that when an airline wants to start new direct services to congested large airports in other countries, it may not be able get the slots that it wants at those airports. However, we believe that confiscation of existing slots is not the answer. New services could start with slots which are available, even if at less commercially attractive times, and the carrier could gradually acquire more attractive slots which are given back by other carriers.

### Options proposed to the ICAO Air Transport Committee *only Option 1 was agreed*

#### Option 1

1. Each Party shall ensure that its procedures, guidelines and regulations to manage slots applicable to airports in its territory are applied in a fair, transparent, effective and non-discriminatory manner.

#### Option 2

1. Each Party shall facilitate the operation of the agreed services by the designated airlines of the other Party, including granting the necessary landing and take-off slots, subject to the applicable national and international rules and regulations, and in accordance with the principle of fair and equal opportunity, reciprocity, non-discrimination and transparency.

2. Both Parties shall make every effort to resolve any dispute over the issue of slots affecting the operation of the agreed services, through consultation and negotiation in accordance with the provisions of Article X (Consultation) or through the dispute resolution provisions of Article Y (Dispute settlement).



**Option 3**

1. In respect of the allocation and grant of slots at airports in its territory, each Party will, in accordance with local slot allocation rules, procedures or practices which are in effect or otherwise permitted, ensure that the airlines of the other Party:

- (i) are accorded fair and equal opportunity to secure slots for the operation of the agreed services; and
- (ii) are afforded no less favourable treatment than any other national or international airlines operating similar services to/from the same airport.

The terms of this paragraph are subject to national and international laws and regulations applicable to the allocation and grant of slots at their airports.

2. In case of any dispute over the issue of slot allocation affecting the exercise of the rights granted under the present Agreement, both Parties shall endeavour to resolve the dispute through consultation and negotiation in accordance with the provisions of Article X (Consultation), or through the dispute resolution provisions of Article Y (Dispute settlement).

# Reminder

## ACI World Standing Committees

### Developing industry standards and recommended practices

We need **your** input and comments on two draft Recommended Practices (RP's) before going to the ACI World Governing Board for approval in April.

- Airport Community Recommended Information Services (ACRIS)
- Self-Service Baggage Process which describes the framework to provide passenger self-service capability when checking their hold baggage, covering aspects as self-tagging, and common use self-service bag-drops.

The draft PR text, annexes and supporting documents have already been sent to all ACI representatives through a *Bulletin to members*, which allows for a two month revision period.

For more information on ACI World Airport IT initiatives, please contact Arturo García at [agarcia@aci.aero](mailto:agarcia@aci.aero) ✉



Auckland International Airport

## ACI World Facilitation & Services and Security Committees meet together in Sydney

The 34th meeting of the ACI World Security Standing Committee (WSSC) and the 28th meeting of the ACI World Facilitation and Services (WFSSC) took place in Sydney, Australia, 01-04 March 2011, hosted by Sydney Airport Corporation Limited (SACL).



More than 30 members and participants, including representatives from the Australian Office of Transport Security, contributed actively to the combined discussions, providing a global perspective of the most important contemporary issues dealing with airport security and facilitation.

The agenda included the following topics, among others:

- Passenger facilitation during operational disruptions
- New regulations on Liquids, Aerosols and Gels (LAGs)
- Secure Registered Traveller Programmes
- Next Generation Security Processes
- Advanced Imaging Technology
- Human Factors in Aviation Security
- Preparations for the ICAO AVSEC Panel

The combined meetings were a complete success, in terms of outcomes, decisions and level of participation.

ACI World would like to show great appreciation to the host, Sydney Airport Corporation Limited, for their excellent effort to coordinate the meetings.

## ACI Embarks on a New Safety Survey

We are very pleased to announce that the **ACI Airport Excellence in Safety Programme (APEX)** is gaining momentum, in part because of our bi-weekly conference calls. Now is also an opportune time to reiterate that data collection is one of the pillars of this endeavour. We have previously used the results of the ICAO USOAP (Universal Safety Oversight Audit Programme) to develop our safety strategy. We are now ready to collect data on SPIs (Safety Performance Indicators), which will allow airport management to set safety objectives, identify gaps, opportunities for improvement and training. In addition, the data will facilitate the exchange of information and/or cooperation between airports (another pillar of APEX).

The ACI Airside Safety Handbook already lists a number of SPIs, all of which are important. However, we suggest that each Region identifies SPIs common to its member airports, although we realize that the priorities of individual airports may differ. This will allow ACI World to do a thorough needs assessment and assist Regions to set specific objectives. In addition, some of the information will be used to further enhance training as well as airport mentoring. A matrix of services requested and/or offered is currently being developed and will be distributed for comments in the near future.

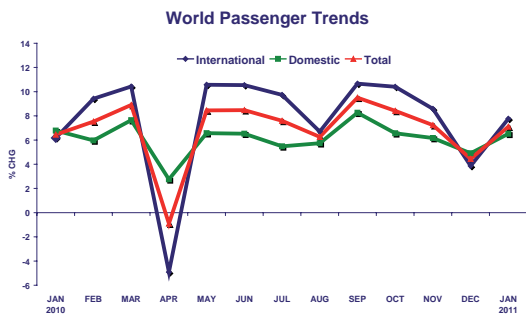
In order to accomplish our common safety goal, we will shortly send out a questionnaire to our members and work closely with the Regional Offices to obtain the information. As many of you know, data collection is also a key component of an SMS programme, so we are hopeful that most airports will have few problems reporting back. Data will be compiled and shared so that all airports can benefit from our findings. The time you spend now, is an investment in the future.

For more information please contact Georgina Graham at [ggraham@aci.aero](mailto:ggraham@aci.aero) ✉

# PaxFlash and FreightFlash January 2010

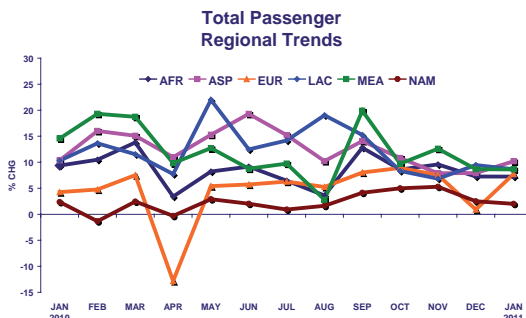
## 2011 global traffic off to a strong start Global passenger traffic and freight up by 7% in January

ACI member airports report total global passenger traffic growth of 7.1 percent in January 2011, with strong support from the international market (+7.8%) as well as good performance in the domestic sector (+6.5%).

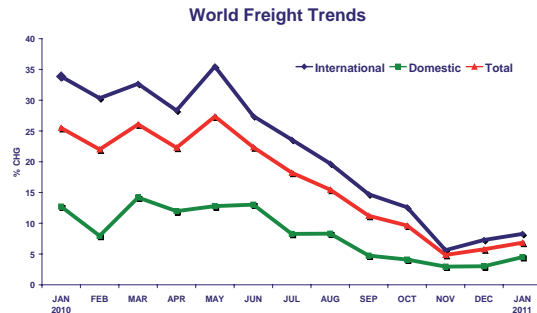


Month by month comparisons with same month previous year

Europe, the largest international market, registered 8.3 percent growth compared to January 2010 and Asia Pacific, the second largest, rose by 9 percent. Both had strong domestic travel as well, with Asia Pacific up by 11.2 percent and Europe by 6.6 percent. Latin America and Africa saw balanced growth in both markets, but with strongest expansion in domestic traffic (Africa +7.6%; Latin America +9.7%). The Middle East had total traffic growth of 8.6 percent. North America, the largest domestic market worldwide rose by 1.7 percent.

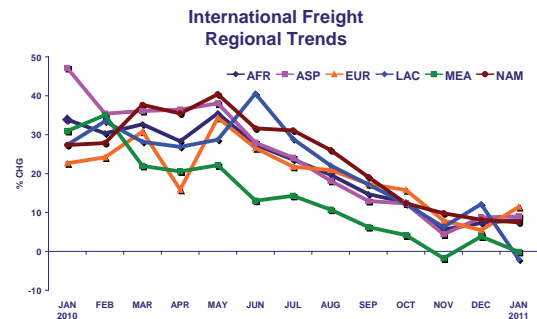


Freight traffic saw a similar pattern of strong Asia Pacific and European results, contributing to the global growth of 6.8 percent. The month on month averages indicate that the decline in freight traffic seen in Q3 has been replaced by a firming trend.



Month by month comparisons with same month previous year

Asia Pacific's international freight rose by 9 percent and domestic by 12 percent and Europe international increased by 11.4 percent. Latin America had the strongest increase in domestic traffic (+16%), whereas North America, the largest domestic market, remained flat (-0.8%). Angela Gittens, Director General of ACI World, speaking to over 200 delegates at ACI's annual Airport Economics & Finance Conference in London this week, emphasized the implications of sustained traffic development for airports worldwide.



She said, "Traffic growth is clearly on the rise. Emerging markets are buoyant, and we also now see that mature markets are returning to real growth compared to the pre-crisis levels. Although all markets are not progressing at the same rate, the global imperative is clear:

airports must prepare to handle twice as many passengers in just twenty years.

“For capital-intensive infrastructure development, 20 years is a short time-frame to plan, finance and build new facilities to accommodate growth. Airports are taking action to maximise efficient use of current facilities, working closely with our airline and air navigation service partners to implement new technologies and agreed standards that streamline passenger and cargo handling processes as well as enhance airside operations. That will not be sufficient to absorb twice as many arriving and departing passengers.”

Addressing the financing needs of airports, Gittens commented, “Future development is not without challenges. Against today’s backdrop of cautious investors and tight financial markets, airports must also meet short-term demands for profitability in an increasingly entrepreneurial environment. They must pay back their long-term debt while keeping a focus on future expansion needs. At the same time, airports must contend with short-term shifts in airline schedules and frequencies and compete fiercely with other airports for new routes and air services. That is why we also call on civil aviation authorities to ensure that their regulatory framework allows greater inherent flexibility in terms of economic policies and oversight.

“We need the ability to shape solutions in a commercial setting, which is better suited to today’s aviation business environment. Partner collaboration across the system opens the way for service quality improvements as well as the industry stability that attracts long term investment.”

#### Summary Worldwide Traffic Results, January 2011 (% change)

	Jan 2011 over Jan 2010	Year to date 2011	12 month rolling year
<b>PaxFlash</b>			
International passenger	7.8	7.8	7.8
Domestic passenger	6.5	6.5	6.1
<b>Total passenger</b>	<b>7.1</b>	<b>7.1</b>	<b>6.9</b>
<b>FreightFlash</b>			
International freight	8.3	8.3	19.6
Domestic freight	4.5	4.5	7.8
<b>Total freight</b>	<b>6.8</b>	<b>7.1</b>	<b>15.4</b>

YOY: Year over year same month comparison; YTD: Year to date, starting January 2010, compared to same period previous year; YE: Year end, based on rolling 12 month period, compared to same prior 12 month period



Click [HERE](#) to read the Full PaxFlash and FreightFlash Press Release



**December 2010**  
monthly **WATR**  
& **IPFR** are now  
available

[www.aci.aero/datacentre](http://www.aci.aero/datacentre)





ACI would like to extend a warm welcome to the following airports:



**Douala (DLA)** and **Yaounde (NSI)** of **Aéroports du Cameroun** who have become members of the ASQ Survey Regional Programme.



**Federal de Bachigualato International Airport**, Culiacán who has become a new member to the ASQ Survey Programme and **General Mariano Escobedo Airport**, Monterrey has signed up for the ASQ Unique Survey.

### Memphis airport is 200th to join the ACI Airport Service Quality benchmarking programme

Sixty-four percent of airports worldwide that handle more than 10 million passengers per year now actively participate in the ASQ Survey programme to benchmark their customer service delivery performance. Total programme membership draws participants from all five ACI regions.



Click [HERE](#) to read the full Press Release

For more information on the ASQ Programme, visit [www.airportservicequality.aero](http://www.airportservicequality.aero) or contact Craig Bradbrook at [cbradbrook@aci.aero](mailto:cbradbrook@aci.aero)

[www.airportservicequality.aero](http://www.airportservicequality.aero)

### Airport Service Quality (ASQ) awards for 2010

The annual Airport Service Quality (ASQ) awards for 2010, recognize the commitment of airports worldwide to performance excellence.

Director General Angela Gittens says, "I extend my congratulations to Incheon International Airport in Seoul, South Korea, which for the sixth straight year has taken the top customer service award honour, Best Airport Worldwide. Asia Pacific airports made a clean sweep of this worldwide category, as they did last year, with Singapore Changi Airport, Hong Kong International Airport, Beijing Capital International Airport, and Shanghai Pudong International Airport garnering respectively the second, third, fourth and fifth places for 2010. We applaud the consistent success story of the Asia Pacific airports, which set the bar in service excellence."

ACI also applauds the many winners garnering the top five awards in other categories. In 2010, over 300,000 passenger surveys were completed at participating ASQ airports and served as the basis for determining the top 5 performers in each of the categories – worldwide, by size (e.g., the number of passengers handled, in 6 size categories) and by region (6 regions) and a best improvement award (also by region).



Click [HERE](#) to read the full Press Release

The ASQ Awards 2010 Presentation Ceremony will take place during the Gala Dinner of the 6th ACI Asia-Pacific Regional Assembly, Conference & Exhibition in New Delhi, India.



The awards will be presented at the **Kingdom of Dreams** on Thursday, 07 April, 2011.

## ACI Airport Service Quality Awards 2010

- Incheon International Airport named Best Airport Worldwide -

### BEST AIRPORTS WORLDWIDE

- |                  |                          |                    |
|------------------|--------------------------|--------------------|
| 1) Incheon (ICN) | 2) Singapore (SIN)       | 3) Hong Kong (HKG) |
| 4) Beijing (PEK) | 5) Shanghai Pudong (PVG) |                    |

### BEST IMPROVEMENT AWARD BY REGION

- |                           |                                         |
|---------------------------|-----------------------------------------|
| Africa: Cape Town (CPT)   | Asia Pacific: Shanghai Hongqiao (SHA)   |
| Europe: Bournemouth (BOH) | Latin America-Caribbean: San José (SJO) |
| Middle East: Dubai (DXB)  | North America: Vancouver (YVR)          |

### BEST AIRPORT BY REGION

- | Africa                | Asia-Pacific             | Europe              |
|-----------------------|--------------------------|---------------------|
| 1) Cape Town (CPT)    | 1) Seoul Incheon (ICN)   | 1) Malta (MLA)      |
| 2) Cairo (CAI)        | 2) Singapore (SIN)       | 2) Porto (OPO)      |
| 3) Johannesburg (JNB) | 3) Hong Kong (HKG)       | 3) Zurich (ZRH)     |
| 4) Durban (DUR)       | 4) Beijing (PEK)         | 4) Copenhagen (CPH) |
| 5) Nairobi (NBO)      | 5) Shanghai Pudong (PVG) | 5) Edinburgh (EDI)  |

- | Latin America & Caribbean | Middle East        | North America         |
|---------------------------|--------------------|-----------------------|
| 1) Cancun (CUN)           | 1) Dubai (DXB)     | 1) Indianapolis (IND) |
| 2) Guayaquil (GYE)        | 2) Abu Dhabi (AUH) | 2) Ottawa (YOW)       |
| 3) San José (SJO)         | 3) Tel Aviv (TLV)  | 3) Austin (AUS)       |
| 4) Montego Bay (MBJ)      | 4) Doha (DOH)      | 4) Halifax (YHZ)      |
| 5) Mexico City (MEX)      | 5) Dammam (DMM)    | 5) Vancouver (YVR)    |

### BEST AIRPORT BY SIZE OF AIRPORT

- | 2 - 5 million passengers | 5 – 15 million passengers | 15 – 25 million passengers |
|--------------------------|---------------------------|----------------------------|
| 1) Ottawa (YOW)          | 1) Hyderabad (HYD)        | 1) Seoul Gimpo (GMP)       |
| 2) Halifax (YHZ)         | 2) Nagoya (NGO)           | 2) Mumbai (BOM)            |
| 3) Guayaquil (GYE)       | 3) Indianapolis (IND)     | 3) Vancouver (YVR)         |
| 4) Malta (MLA)           | 4) Cancun (CUN)           | 4) Taipei (TPE)            |
| 5) Porto (OPO)           | 5) Austin (AUS)           | 5) Shenzhen (SZX)          |

### 25 – 40 million passengers over 40 million

- |                          |                            |
|--------------------------|----------------------------|
| 1) Seoul Incheon (ICN)   | 1) Hong Kong (HKG)         |
| 2) Singapore (SIN)       | 2) Beijing (PEK)           |
| 3) Shanghai Pudong (PVG) | 3) Dubai (DXB)             |
| 4) New Delhi (DEL)       | 4) Dallas Fort Worth (DFW) |
| 5) Kuala Lumpur (KUL)    | 5) Bangkok (BKK)           |

### Best airport fewer than 2 million passengers by Region

- |                                           |                                  |
|-------------------------------------------|----------------------------------|
| Africa: George (GRJ)                      | Europe: Humberside (HUY)         |
| Latin America-Caribbean: Bridgetown (BGI) | North America: Quebec City (YQB) |





## ACI Events 2011

### March

31 **March** to 1 **April**  
**ACI World / ACI Africa Safety Seminar**<sup>🖱</sup>  
 Marrakech, Morocco

### April

4 - 6 **April**  
**20th ACI Europe Airport Trading Conference and Exhibition**<sup>🖱</sup>  
 Dublin, Republic of Ireland

5 - 8 **April**  
**ACI Asia-Pacific Regional Assembly, Conference and Exhibition**<sup>🖱</sup>  
 New Delhi, India

11 - 13 **April**  
**Airport Cities World Conference and Exhibition**<sup>🖱</sup>  
 Memphis, TN, USA

### May

9 - 11 **May**  
**4th ACI Europe Regional Airports' Forum (formerly SMAG)**<sup>🖱</sup>  
 Cagliari, Italy

### June

15 - 17 **June**  
**Panamerican Safety Conference**  
 Mexico City, Mexico

15 - 17 **June**  
**ACI Europe 21st Annual Assembly, Congress and Exhibition**<sup>🖱</sup>  
 Lisbon, Portugal

27 - 28 **June**  
**ACI North America Small Airports Conference**<sup>🖱</sup>  
 Cincinnati, OH, USA

### September

17 - 20 **September**  
**ACI Latin America Caribbean Annual General Assembly, Conference and Exhibition**  
 Montego Bay, Jamaica

### October

16 - 18 **October**  
**ACI North America 20th Annual Conference and Exhibition**<sup>🖱</sup>,  
 San Diego, CA, USA

31 **October** - 2 **November**  
**21st ACI World/Africa Annual General Assembly, Conference & Exhibition**  
 Cairo, Egypt

### December

December **(TBC)**  
**The Power of India**<sup>🖱</sup>  
 New Delhi, India

[www.aci.aero/events](http://www.aci.aero/events)<sup>🖱</sup>

See what is happening in the ACI Regions - click on the map for each region

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**ACI Latin America - Caribbean**   **ACI North America**



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The **ACI Africa/ACI World Safety Seminar** aims to make participants more aware of the importance of safety in the aviation field and the importance of implementing a safety management system at airports.

It also aims to share views with others stakeholders and demonstrate the importance of cooperation to improve the level of safety at airports.

*Topics will include:*

Certification and SMS; Runway Safety Airside Safety; Aviation accidents: lessons to learn; Wildlife hazard: risk, prevention, new methods of prevention, scaring, and detection; How technology can improve safety Safety culture: Human factors in safety management, training, resource management; Aviation Global Safety Plan: Status reports by ICAO (USOAP, Safety Roadmap); Safety in Africa: Status reports by ACI (Airport Excellence in Safety (APEX) Strategy, Programme for Africa)

The seminar will include the launch of the **ACI Airport Excellence in Safety (APEX)** initiative in Africa. The 45th ACI Africa Board and Working Groups meetings (29 - 30 March, 2011) will precede this seminar in Marrakech.

[Click here for the Programme schedule](#)

[Click here for the Hotel information](#)

[Registration form](#)

For more information please visit:

[www.aci-africa.aero](http://www.aci-africa.aero)

ACI EUROPE's  
**REGIONAL AIRPORTS' FORUM**  
4TH ANNUAL CONFERENCE

FORMERLY  
**SMAG**  
May 9 - 11, 2011  
**Cagliari, Italy**

**ACI Europe's Regional Airports' Forum 2011**  
**9 - 11 May, 2011**  
**Cagliari, Sardinia, Italy**

ACI Europe are pleased to invite all the regional airport industry to attend their 4th Regional Airports' Forum (formerly Small & Medium Size Airports Action Group - SMAG) Conference and Exhibition 2011. This event will be hosted by Cagliari Airport and co-located with Routes Europe from 9 - 11 May 2011 in Cagliari, Sardinia, Italy. This event is open to all the industry, including non-Regional Airports' Forum members

The forum was created in June 2006 to better address the specific needs of the small and medium sized airports members of ACI Europe and provide them with a more visible platform to exchange knowledge, share best practices and discuss issues of common interest. The forum has grown rapidly and now has over 200 registered participants representing 115 regional airports in Europe.

[Click here for more information](#)

Or please contact

[teresa@airportconference.com](mailto:teresa@airportconference.com)

[www.aci-europe-raf.com](http://www.aci-europe-raf.com)

## Airport Cities

WORLD CONFERENCE & EXHIBITION

THE ENGINES DRIVING ECONOMIC DEVELOPMENT

Memphis, Tennessee

April 11-13, 2011 – The Peabody Memphis Hotel

As the host of Airport Cities World Conference and Exhibition 2011, Memphis-Shelby County Airport Authority are pleased to invite the global airport industry to attend this two-day event.

The Conference and Exhibition will provide opportunities for all attendees to learn about important issues of the day and network with airport colleagues and stakeholders. This international event will take place in Memphis, Tennessee, USA, from 11 - 13 April, 2011.

“Major airports now serve as regional multi-modal surface-transportation nodes and as magnets for businesses, trade, information exchanges and leisure activities. As their terminals transform into shopping malls and artistic venues, airports are also spawning aviation-linked clusters of hotels; convention, trade and exhibition facilities; corporate offices; and retail complexes along with culture, entertainment and recreation centres. Air gateways, in short, have become as much commercial destinations as places of departure; they are urban realms in their own right, driving and shaping the very fabric of the new cities they are creating.” – Professor John D Kasarda, Conference Chairman, Director, Kenan Institute of Private Enterprise, University of North Carolina, USA

[Click here to download the Conference Brochure](#)

For more information please contact [teresa@globalairportcities.com](mailto:teresa@globalairportcities.com)



[www.GlobalAirportCities.com](http://www.GlobalAirportCities.com)



ACI NA, ACI World, ACI Asia-Pacific and AAAE have responded to calls from the airport community to establish a humanitarian relief fund to aid airport employees from Christchurch Airport, New Zealand.

One of the many consequences of the magnitude 6.3 earthquake on 22 February that severely affected Christchurch is the sad fact that many employees of Christchurch International Airport have suffered the loss of their homes and possessions.

The Christchurch Airport Employee Relief Fund will designate one hundred percent of funds collected by the associations distribution to airport employees for the purposes of humanitarian relief, such as assistance with temporary housing, food, clothing, and transportation.

Click on the banner below if you would like to make a donation.



## ACI Global Training

### ACI welcomes its 12th Global Training Centre in Bucharest

Airports Council International (ACI) and Bucharest Airports National Company (CNAB) are pleased to announce the opening of a new ACI Training Centre, making Bucharest the 12th ACI global training centre in the world and adding a strategic location with added training opportunities closer to home for many airport staff in Eastern Europe.

Part of the ACI global mandate is to promote airport excellence by providing high quality, comprehensive training solutions to its members, and as such ACI continues to enhance competency based training programmes through committed partnerships with members such as Bucharest Airports and with international organizations.



*Mr de Barrena, ACI Director Training (left), holding trophy made by CNAB to mark this event, and Mr Jidav, CNAB General Director (right).*

ACI Director Training Victor de Barrena travelled to Bucharest for the signing ceremony. He comments, "ACI World in close cooperation with ACI Europe is delighted to pursue the active expansion of the training programme across Europe, with the new Bucharest based centre the third for the European region. We are very pleased to partner with Bucharest as the logical step to ensure a strong training offer not only for Romanian ACI members, but also in the

region. Bucharest has been an example in its levels of development for airport employees, and this agreement will support their efforts to raise operational performance. We look forward to enhancing and increasing the training offer in Bucharest, maintaining the high levels of quality in the training offer to our members in the region."



*Bucharest Airports ACI Global Training Centre*

CNAB has announced initial plans to offer a minimum of 4, and maximum 6 courses per year, which means around 60 to 90 students per year.

Mr Tudor Jidav, General Manager Bucharest Airports, comments, "The partnership with ACI Global Training is a great honour for us. This organization is recognized as one of the most prestigious aeronautical training providers in the world. This partnership represents an acknowledgement of Bucharest Airports National Company as a pillar in providing training for the airport staff and, at the same time, a guarantee for the high quality setup and performance of the ACI training sessions for the airport staff of Romania, Europe and elsewhere. The opening of the new CNAB – ACI Training Centre in Bucharest represents a project of strategic importance that will add both distinction and valuable benefits for the Romanian civil aviation."

## ACI Global Training improves its curriculum to meet your exact needs

Airport management has emerged as a complex and demanding profession and one that is forever changing. Because of this constant evolution, ACI believes that airport management education requires a comprehensive set of courses, a programme of education, focusing on key areas of airport operations. ACI is committed to providing a curriculum offering the relevant knowledge required to run all airport functions and operations to the highest of standards.



\*AMPAP in cooperation with ICAO

With the mission to understand the educational needs of today's airports, ACI has developed the **Airport Dynamics** programme, launched in November 2010.

This is an introductory level training programme designed to bridge knowledge gaps. It was designed for the new airport employee, as well as existing employees who need an overview. Successful candidates will be awarded the Airport Dynamics Certificate.

### Who should participate in this programme?

- New employees who are responsible for landside, terminal or airside operations, who need to get a sound understanding of the airport's complex functions.

- Current staff who would like to enhance their knowledge of overall airport operations and complex relationships in providing world class customer service.
- World Business Partners looking for a global understanding of the airport business.

The Airport Dynamics programme is composed of three courses, to be completed over a period of up to three years.

**Airport Business Dynamics** (4 days, mandatory first course), will give an insight into airport development, regulations, environment, airport systems, as well as critical issues and challenges of the airport world. The cost per course is EUR 1000 and it is delivered in English.

Next sessions:

11 - 14 April, Port of Spain, Trinidad & Tobago

13 - 16 November, Abu Dhabi, U.A.E.

15 - 18 August, Montreal, Canada

14 - 17 November, Hyderabad, India

**Airport Terminal and Landside Operations** (4 days), where you will learn how to optimize and improve airport terminal and landside operations to provide a positive passenger experience in harmony with security requirements and revenue generating activities.

Next sessions:

04 - 07 April, Zagreb, Croatia

31 October – 3 November, Nashville, USA

**Airport Airside Operations** (online) will uncover the knowledge and skills to be more effective and efficient in day to day activities

Next sessions:

To be launched end of May, online

For further information visit our [website](#) or contact the Global Training team [training@aci.aero](mailto:training@aci.aero)



## Airport Success requires Top Leadership

“Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential.” (Warren Bennis🗣️)

Airport Leadership and Succession Planning have been identified as two of the top concerns airport directors and operators have in the current environment. Through direct engagement with our members and leaders, ACI established a number of comprehensive training solutions in this area, offered through Global Training Department. One of the key pillars of our training programme is the **Airport Executive Leadership Programme (AELP)**.



AELP is a successful programme offered in partnership with the John Molson School of Business at Concordia University that will advance the skills of our future airport leaders. It has been acclaimed as a highly successful programme, enhancing leadership skills and offering networking opportunities.

The programme offers practical strategies to handle senior-level executive responsibilities in an effective manner and provides a forum for future networking among alumni. Those enrolled in AMPAP are automatically eligible for AELP, which can be taken as an elective course. Other prospective participants must be nominated by a senior executive of their airport organisation and submit a letter of motivation to ACI with this nomination form.

The next AELP session will run from 7 May to 9 July 2011 and consists of:

- Three weeks distance learning (via Internet) – commencing 7 May, 2011
- One week of full-time face-to-face classroom sessions in Montreal, Canada 30 May – 3 June 2011
- Four weeks of distance learning (via Internet) from 1 June - 9 July 2011

A maximum of 20 students will be accepted for the course. Please complete and return the nomination form by 30th March 2011.

For more information please contact Nathalie Zulauf at: [nzulauf@aci.aero](mailto:nzulauf@aci.aero)✉️

Don't Wait! **Become a World-Class Airport Leader today!**🗣️

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## NEW!

### ACI Global Training Course Catalogue 2011

The 2011 course catalogue has just been published giving a description of each course, who the course is designed for and the goals of each course.

Click [HERE](#)🗣️ or on the image below



## Departures and Arrivals



### Farewell note from Ulrich Theis, Global Training Manager

It has been a complete pleasure to serve the global airport community as Training Manager at ACI World. It was certainly not an easy start four years ago when I joined ACI World in Geneva. ACI Global Training was not a well-known brand, outside recognition and internal structures needed to be built in order to supply our member airports with the high level "hands on" training that we are now able to offer. Today, our strong, highly motivated team is able to identify the training needs in the airport community and respond to them successfully. We continue to identify the best instructors able to deliver our training courses with the typical friendly, down to earth and hands on ACI approach.

In order for the training to take place, partner airports have been generous in hosting ACI training courses and providing not only the infrastructure, but also a very warm welcome to colleagues from around to world. This creates a conducive atmosphere for learning, both from our instructors and from each other. This helps airports to develop and grow financially and be ready for the challenges the future may bring.

I am very thankful that I was involved in this process and that I saw the baby (ACI Global Training) grow healthy and strong so that today it can stand solidly on its own feet. It is a feeling of pride that we gained the trust of so many airports who want to send their staff to our courses and that I could sit with so many of you

to learn with and from you on many issues of airport management and operations. I would like to thank you for your openness, support and the international friendship that I have encountered all over the world at our ACI Member Airports, which made our training possible.

As you know ACI World is moving to Montreal. It is my personal decision not to take the step to North America but to stay in Europe. With a very thankful - good bye - I am taking the exit GVA on your ....training runway. However I do hope to continue my instructor work with ACI and look forward to seeing you in a future course.

For future contact, please feel to contact me:  
[Theisulrich@hotmail.com](mailto:Theisulrich@hotmail.com) ✉



### ACI Global Training welcomes Suzanne Acton-Gervais

Suzanne joins ACI World in March 2011 as Global Training Manager. Suzanne's aviation career spans over 24 years and began in 1986 as a flight attendant with a charter company based in Montreal, Canada. In 1988, she was recruited by Air Canada and served with them for 21 years. Upon her departure from Air Canada she held the position of Service Director.

In 2008, Suzanne accepted a position with Transport Canada as a Civil Aviation Safety Inspector, Cabin Safety Standards. During her time as a Safety Inspector she has worked on many projects which include publishing an article in Transport Canada's Aviation Safety Newsletter. In 2010, she took on a new challenge as an Inspector and Instructor in the Transport of Dangerous Goods within the Inspector Education and Public Awareness Division at Transport Canada.

Suzanne has a passion for people and for encouraging achievement. She advocates striving for organizational excellence and individual professional development via quality learning programmes offered at ACI.

She holds a Bachelor of Education in Adult Education from Brock University and graduated with distinction in 2007. She has also worked at the University of Ottawa with the Student Academic Success Service where she was instrumental in the design and implementation of the undergraduate student mentorship programme for 2nd, 3rd, 4th Year students.

To contact Suzanne, email her at [sacton-gervais@aci.aero](mailto:sacton-gervais@aci.aero) ✉

**Online Learning Centre**  
in partnership with **ceventas**

**Airport Commercial Managers of the Future**

**Airports of Thailand (AOT)** have selected ACI Global Training to deliver online training to AOT commercial management staff.

The twenty two participants will undertake the ACI Certificate in Concession Management program as part of the consensus of the Board of AOT urging AOT to increase non-aeronautical revenues by training selected staff who works in the Business Development Line.

The training is being provided by ACI's Online Learning Centre. OLC Manager, Eddie Ragauskas commented "ACI is delighted to be working with Airports of Thailand on this project. AOT are leading the way on the use of eLearning and investing in the professional development of their staff. This will put them in good stead as a successful "airport of the future".

Any questions on the online course, contact Eddie Ragauskas at [eddie.ragauskas@olc.aero](mailto:eddie.ragauskas@olc.aero) ✉

**Upcoming courses**

**The 2011 Global Training course calendar - click [HERE](#) or on the image below**

**Online AMPAP Elective – the easy and professional way to improve your Environmental Management Skills**

After its second successful session, the **online AMPAP elective course on Airport Environmental Management** is announcing the next start on **2nd May**.

This consistent programme composed of 35 hours of training split between 7 modules below and individual and group projects covers the main general aspects of airport environment issues:



**Book 2 months ahead to receive the 5% early bird discount**

- Module 1 - Introduction to Airport Environmental Management and Sustainable Development
- Module 2 - Airport Noise Management and Community Relations
- Module 3 - Local Air Quality
- Module 4 - Climate Change and Greenhouse Gas Emissions
- Module 5 - Airport Resource Management
- Module 6 - Airport Waste Management
- Module 7 - Implementing an Environmental Management System

Each module has its own exam and is supported by a set of resources that are made available to the participants for further research on the topics covered in that module.

*"I recently transferred to the Airport from another department in the City and your courses have been a perfect way for me to quickly learn about environmental aspects of an airport."*

Karin R. Christie, Environmental Affairs Officer  
Los Angeles World Airports

Session: **2 May – 1 July 2011**

Cost: EUR 1100

For further information on the course outline

[click here](#)

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## Certificate Programmes

Advance your career 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 695.00

### 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 395.00

### 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 950.00

### Safety Courses

These safety awareness courses are a must for all personnel that work on the airside and highly recommended for all airport workers!

### Human Factors Awareness Training (English and French)

This course provides participants with an introduction to the fundamental concepts of human factors and will assist them to recognize, understand and deal with human performance issues at an airport.

Cost: USD 50

### Safety Management Systems Awareness Training

This course introduces participants to the key principles and concepts of Safety Management Systems (SMS). Most Civil Aviation Authorities around the world now require all personnel working at an airport to undertake initial and recurrent SMS Awareness Training.

Cost: USD 50





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

Three Upcoming AMPAP Entry Opportunities

AMPAP will offer its gateway course, *Air Transport System (ATS)*, three times in the coming months. Singapore’s Changi Airport Group will host the ATS course from 21 - 25 March, followed by Munich Airport from 28 March to 1 April and Metropolitan Washington Airports Authority from 4 - 8 April.

Limited space is still available for all three sessions. To register, please contact [registrar@iap.aero](mailto:registrar@iap.aero) ✉.

AMPAP Launches its New and Improved Website

The AMPAP Executive, Dr. Pierre Coutu, has proudly announced that AMPAP will launch its new website redesign at [www.iap.aero](http://www.iap.aero) 🖱.

The simple and clean site design will continue to meet the needs of its growing global community. The updated website will include improved navigation, better content organization and will incorporate strategic uses of social web tools.

“Our site has become a user-friendly destination for both prospective and current participants. We are now presenting more thorough information about AMPAP to first-time visitors and are providing current participants with a revamped portal into their online courses and their online community forum,” says Marketing and Communications Coordinator, Sandra Afeyan.

The AMPAP website will be re-launched on **14 March, 2011**.

Premier Sponsor	Media Partner	Information	AMPAP Administrator
		<a href="http://www.iap.aero">www.iap.aero</a>	

[www.iap.aero](http://www.iap.aero) 🖱

Visit the AMPAP website for a listing of all upcoming AMPAP mandatory and elective courses

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*\*These will change during 2011.***Did you know...**

**www.aci.aero** receives an average of 1,200 visitors a day from over 230 countries worldwide. The **ACI Airport Job Search** is a valuable resource for employers looking for quality employees and is FREE to ACI Member Airports who can advertise their job vacancies in three easy steps!

- 1 Send the description of the job vacancy (maximum 200 words) and your contact information to **webmaster@aci.aero**
- 2 Don't forget to include the closing date of the job vacancy
- 3 The listing can then be posted

**Advertise your job vacancies TODAY!****www.aci.aero** 🌐

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