



The
voice
of the
world's
airports



Annual Report **2010**

ACI World Annual Report 2010

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ACI Objectives and Role

Maximize the contributions of airports to maintaining and developing a safe, secure and viable aviation industry in a responsible and sustainable manner.

Promote cooperation among all segments of the aviation industry and their stakeholders as well as with governments, regional and international organizations.

Influence international, regional and national legislation, rules, policies, standards and practices, based on established policies representing airports' interests and priorities.

Advance the development of the aviation system by enhancing public awareness of the economic and social importance of air travel and airport development.

Provide leadership in airport operations and management through the development of global technical standards and/or recommended practices.

Maximize cooperation and mutual assistance among airports.

Provide members with industry knowledge, advice and assistance, and foster professional excellence in airport management and operations.

Build ACI's worldwide organizational capacity and resources to serve all members effectively and efficiently.

Message from the ACI Chair

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2010 was a fast-paced year for airports, and an exciting one as my first year as Chair of the ACI World Governing Board. During the year, the Board defined strategic directions for ACI to strengthen airport agility in responding to rapid industry changes while attending to their long-term requirements. For our World Business Partners, we are pleased to see that the transition to a regionalized model has successfully built on closer partner relationship management and is steadily enhancing programme participation and benefits.

ACI has heightened interaction with our members and our industry partners – the International Civil Aviation Organization (ICAO); government and regulatory aviation stakeholders; our airline customers and our aviation business partners. We have also improved communication and collaboration within the ACI family, coordinating ACI World initiatives with the five ACI Regions to optimize use of staff resources and broaden our effective reach.

I flag two milestone Board decisions this year. The first, which underpins the objective of strengthening the organization, was the proposal to relocate ACI World from Geneva to Montreal, thus centralizing all ACI World experts in one location by end 2011. The goal is to increase our influence on global priorities for safety, security, economic vitality and the environment. Unanimously approved by the ACI membership at the annual meeting in November, this move will capitalize on our expanding and deepening relationship with the ICAO secretariat, the ICAO Council and national delegations, as will several new initiatives that enhance coordination with ICAO regional offices.

The second key milestone was Board approval of a global airport safety initiative. Under the working title of *Airport Excellence in Safety* (APEX in Safety), this programme seeks to promote airport adherence to global safety standards, implementation of safety management systems and meeting national, regional and international auditing requirements. The launch and pilot projects are being developed in close cooperation between ACI World / ACI Regional safety experts, the World Standing Safety Committee / Regional Safety Committees and with ICAO to achieve global improvement whilst tailoring the objectives to meet each region's specific needs.

January 2011 marks a milestone anniversary date in the life of ACI fulfilling twenty years of service to members as the unique worldwide airport organization. ACI has grown in stature, gaining recognition as the global voice that promotes airport views and needs with our industry business partners and customers as we seek ever greater cross industry collaboration. We address our special thanks to Geneva International Airport and to Director Robert Deillon for the tremendous support that they have given to the organization.

With positive perspectives and plans ahead for 2011, ACI remains a responsive and active association. Thanks to your support and continuing engagement of our many members around the world, we can look ahead with confidence to achieving even greater results in the coming years.



Max Moore-Wilton
Chair
ACI World Governing Board

Montréal-Trudeau International Airport



A handwritten signature in black ink that reads "Max Moore-Wilton". The signature is written in a cursive, flowing style.

Message from the Director General ACI World



Angela Gittens
Director General
ACI World

ACI World's mission is to promote airport interests at the international level and to foster greater industry cooperation. In 2009 ACI World established a strategic roadmap, which has been our guide for prioritizing projects, deploying staff time and budget, and developing joint efforts with the ACI Regions. The resulting work plan targets three key objectives: promoting airport interests, promoting airport excellence and building ACI capacity to better serve our members. Our services and programmes are designed to address your long-term planning and development needs and thus build a strong foundation for airport business management.

We are enhancing those ACI services identified by you in our member survey in the areas of training, benchmarking, data collection, publications and guidance materials. The ACI assessment and reporting tools, as well as the data we collect concerning our industry performance, enable our members to measure their progress and communicate in a straightforward manner with the communities and nations they serve.

This year, we focused on work with international aviation partners, participating in several joint industry ventures that serve the entire membership and promote improved cooperation on international standards. We follow up on these initiatives with new member guidance materials to help you maximize operational efficiency and quality service delivery – two key factors that contribute to your ability to resist the ups and downs of cyclical economic factors and the impact of short-term external shocks.

We continue to expand ACI member services, including our ASQ customer service delivery benchmarking programme – a critical guidance and certification tool – as well as to our global training and networking opportunities that contribute to greater knowledge and skills development for airport professionals.

I invite readers to let us know if you have any questions about the content of this report or any suggestions as to how we can fine-tune those services for you in the future.

A handwritten signature in black ink, which appears to read 'Angela Gittens'. The signature is fluid and cursive, written in a professional style.

580 airport authorities

1650 airports

179 countries

98% commercial airport traffic

as of 1 January 2011

As of January 2011 our global association comprises 580 airport authorities operating 1650 airports in 179 countries, which represents approximately 98% of commercial airport traffic worldwide, and over 400 aviation-related businesses and consultancies that are actively participating in the World Business Partner programme.

In the 20 years since its creation, ACI has steadily gained greater recognition as the voice of the world's airports at the International Civil Aviation Organization (ICAO). The relocation of ACI World Headquarters to Montreal is underway, which brings proximity for more regular participation at this most influential global aviation forum.

ACI World staff members – increasingly joined by staff from the ACI Regions and member representatives – contribute meaningfully to ICAO panels, committees and working groups. Heightened involvement ensures that airport business requirements are taken into account in the ICAO process of formulating globally harmonized policies and standards, recommended practices, professional training programmes and future strategies that will advance the overall performance of our industry.

Most of our efforts concentrate on the top priority areas of safety, security, airport economics and environment. When our industry is challenged we also take action on a wide range of airport business issues including user charges, legal responsibilities, ownership flexibility, industry oversight, taxation, new security threats and emergency preparedness. At both the global and regional levels, we voice airport concerns and views through joint cross-industry efforts and public statements in the media and at events to reach a wide audience of aviation partners, industry stakeholders, regulatory and oversight authorities.

New technologies and improved operational standards, both landside and airside, drive several collaborative global industry initiatives with the objective of streamlining facilitation and operational processes that improve the customer experience and also introduce greater cost effectiveness for airports. In parallel, and working through the ACI World Standing Committees, we pursue the development of Recommended Practices that promote better global harmonization and a more efficiently run airport platform.

The highlights presented in this report include key initiatives taken on your behalf and results achieved during 2010. Greater detail on these projects is readily available in our monthly newsletters to members and other postings on the ACI website, www.aci.aero as well as on each of the Regional websites.



2010 French and Spanish editions
2009 ACI Policies and Recommended Practices Handbook

Publications

Goal: to produce new guidance materials for members and facilitate access to all ACI publications in electronic format and extend ease of use by providing French and Spanish versions of flagship corporate publications.

Events in 2010

November

20th ACI World and ACI LAC Assembly, Conference & Exhibition
1 - 3 November 2010
Bermuda



Craig Bradbrook
Director Security and Facilitation



Victor de Barrena
Director Global Training and Human Resources



David Gamber
Director Safety, Technical and Administration



Nancy Gautier
Director Communications



Georgina Graham
Director ICAO Bureau



Andreas Schimm
Director Economics and Programme Development

Safety and Technical Affairs

Goal: to contribute to the safety of airport operations by influencing the development of international standards and fostering their implementation and by introducing best practices and appropriate new technologies.

ACI Safety Initiative

ACI's new multi-pronged initiative APEX in Safety (APEX stands for Airport Excellence) focuses on a safety management systems approach and on runway safety in particular. Designed to unite all regions in a proactive global safety improvement initiative, the programme objective is to ensure that all airports have the necessary knowledge, management structures and assistance they need in order to implement international safety standards and meet audit requirements. Documentation, training, and mutual assistance, including a strong airport-to-airport mentoring programme are key pillars of the new initiative and will be tested through pilot programmes in each of the five regions.

ACI World at ICAO

The World Safety and Technical Committee advises ACI World and coordinates with Regional Offices and Regional Safety Committees to take account of regional issues and major developments.

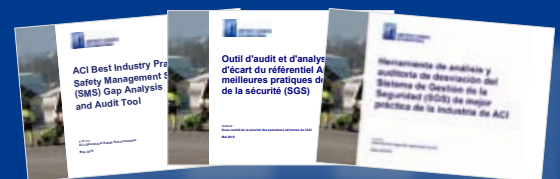
- Aerodromes Panel – ACI has participated in the Panel and its five working groups and supports the proposals approved in October 2010. After consideration by the ICAO Air Navigation Commission, these proposals will be circulated to all States and Organizations.
- PANS-Aerodromes meeting (May and December) – the PANS document under development will serve a two-fold purpose. Firstly, it will address day-to-day operational management issues, and secondly (which ACI particularly welcomes) it will give guidance on situations where compliance with design standards is impracticable or physically impossible. ACI will lead the drafting of Chapter 5 – Aerodrome Operational Management.
- High Level Safety Conference (March) and ICAO Assembly (October) - ACI won recognition for key principles that will increase involvement of airport operators: inclusion in the ICAO data gathering and sharing process and in further safety discussions; involvement in safety gap analysis on a regional basis; inclusion in a group of experts tasked to coordinate safety metrics; involvement of operators in State data collection and monitoring, based on “just culture” principles.



2010 French and Spanish editions
2005 Aerodrome Bird Hazard Prevention and Wildlife Management Handbook



2010 New edition
Airside Safety Handbook 2010
(English, French, Spanish editions)



2010 New publication
ACI Best Industry Practice SMS Gap Analysis and Audit Tool
(English, French, Spanish editions)

Safety-related work with international organizations

Joint efforts in 2010 included CANSO, IATA, IFALPA, and ICCAIA. Of note, dialogue with IATA on the ISAGO ground handler audit programme gained agreement on several measures, including informing airport operators of an impending audit and allowing participation as an observer and provider of relevant infrastructure information on matters under their control. IATA also agrees that airport operators may request a copy of the final audit report from the ground handler.

Operational requirements at airports

In December 2010, ACI and Boeing published the “Common Agreement Document” for the new Boeing 747-8 aircraft. It sets out operational requirements for airports, allowing for mitigations based on the characteristics and performance of the aircraft. It was developed by an informal group, chaired by ACI, comprising CAAs, airports and airlines and has been endorsed by five CAAs (Australia, France, Germany, Italy and the Netherlands) as appropriate guidance, with other CAAs expected to adopt this year. In a broader context, ACI is chairing a sub-group of the ICAO Airport Design Working group (February 2010) to review all airfield dimensions and physical design specifications in ICAO Annex 14.

Slot Allocation and Schedule Coordination

In 2010 ACI was consulted by IATA on changes to the IATA Worldwide Scheduling Guidelines, principally a redraft of the section on historical slots. Under the “use it or lose it” rule, the redraft clarified how coordinators should calculate the percentage of slots used when part of a season’s slots are cancelled by the airline. Secondly, ACI is analyzing possible worldwide impacts related to the changes in Europe, such as the introduction of a Network Manager under the Single European Sky, the EU’s review of its Slot Regulation and the EU Observatory on slots in which ACI Europe represents European airports.

Following the launch of the **APEX in Safety** programme in November, ACI designated 2011 (ACI’s 20th anniversary) “The Year of Safety – Safer Still”.



Security

Cargo security

ACI renewed its call for a risk managed response to the security of air cargo, in the wake of the attempts to target civil aviation using explosive devices concealed in printer cartridges and consigned as air cargo. ACI supports a secure supply chain approach rather than 100 percent screening, which is impracticable.

Coordination with ACI Regions

ACI World and ACI North America collaborated on joint committee meetings of the World Security, Facilitation & Services and Airport IT Standing Committees around the ACI North America Spring Conferences in April 2010. ACI strategic efforts and work results, such as progress on integrated LAGs approach for deployment of advanced imaging technology (AIT) and advancement of airport positions for cargo security.

Goal: to enhance aviation security through a coordinated, international approach to problem solving, sharing best practice, leveraging new technologies and building capacity at airports.

ACI World at ICAO

- Submitted proposals and participated in five working groups and two Secretariat Study Groups under the ICAO AVSEC Panel.
- Worked with ICAO to define the seven-Point ICAO Comprehensive Aviation Security Strategy adopted at the ICAO Assembly in 2010 and ICAO initiatives to strengthen regional collaboration, garnering renewed political support globally through regional ministerial declarations on aviation security.
 - o Angela Gittens addressed the African Ministerial Conference on Aviation Security, in Abuja, in April 2010
 - o The regional declarations were consolidated into a global declaration at the 37th ICAO General Assembly.
- Raised awareness of the need for a coordinated approach internationally to the lifting of restrictions on the carriage of LAGs, reflected in the 2010 Security Resolution passed by the Annual General Assembly.
- Made the case in the AVSEC Panel for ICAO to initiate discussions on possible new approaches to passenger screening and together with IATA, hosted an ICAO Workshop on Next Generation Security Processes, in Geneva, on 30 November and 1 December, 2010.
- Collaborated with ACI Regions (notably ACI Europe) and IATA on joint industry proposals on Next Generation Security Processes.

New security threats

In the wake of the attempt to blow up an airliner on 25 December 2009, ACI North America and ACI World engaged the US Administration and committed to work together to strengthen aviation security internationally, through ICAO. Angela Gittens met with Janet Napolitano, US Department of Homeland Security Secretary, at the ministerial conference in Abuja.



Goal: to reduce airport impact on the environment, while balancing mitigation efforts with “green growth” and the vital social and economic benefits of a dynamic aviation sector for the communities we serve.

ACI World at ICAO

Committee on Aviation Environmental Protection (CAEP)

- CAEP/8 meeting was held in February 2010 in Montreal, with ACI World, ACI North America and airport representatives participating. ACI submitted papers covering proposals for NO_x and Noise Stringency, Air Quality Manual and the ACI Guidance Manual on Airport Greenhouse Gas Emissions Management.
- Main Results: New NO_x stringency with 2013 application, Manual on Airport Air Quality, and reports on Curfews, Encroachment and Noise technology.
- New work programme: Prioritizing work on CO₂ issues including new Certification Standards for aircraft CO₂. Also development of new Noise Standard options and certification of aircraft Particulate Matter emissions.

ICAO Environment Colloquium

- ACI presentations in May 2010 at the Colloquium covered airport greenhouse gas management and adaptation to climate change.

ICAO 37th Assembly

- ACI worked closely with industry partners – airlines, air navigation service providers and manufacturers – via the cross-industry Air Transport Action Group (ATAG), making a strong case at the ICAO Assembly in October for a joint industry global sectoral approach based on targeted reduction efforts.
- In a landmark agreement, the ICAO Assembly passed a Resolution on Climate Change with goals close to the industry positions.

United Nations Climate Negotiations

- ICAO presented the aviation industry position at the UN Climate Negotiations in Cancun in December; ATAG and industry representatives, including the representative from ACI World, were present in Cancun to promote the global sectoral approach with official delegations. The aviation industry is working to inform member States of achievements and efforts towards sustainability goals.

Environmental understanding and best practice

- **Training:** 2nd Airport Environmental Seminar held in Quito, Ecuador, in November 2010, Two-day programme, 14 speakers from the World Environment Standing Committee; well attended with excellent feedback from participants.
- **Training programmes offered in partnership** with Manchester Metropolitan University, covering Airport Environmental Management (as AMPAP elective), as well as Managing Airports Sustainability and Airport Energy Management. Courses administered in Geneva and Abu Dhabi. Efforts extended through ACI Global Training and Online Learning Centre with online courses in Airport Environmental Management and the first AMPAP online elective programme.
- **Programme:** Airport Carbon Accreditation (developed by ACI Europe) continues to progress with positive results, gaining recognition as an industry standard, and will likely serve as a model for a world-wide scheme.



2010 French and Spanish editions
Guidance Manual: Airport Greenhouse Gas Emissions Management (2009) produced by the Standing Committee now translated in French and Spanish.

Events in 2010

September

Aviation and Environment Summit

16 - 17 September
Geneva, Switzerland

ACI World co-sponsor of the Aviation & Environment Summit, Geneva, September 2010. Angela Gittens, Max Moore-Wilton and airport representatives involved in discussion panels, promoting the need concerted noise and NO_x mitigation efforts in balance with carbon reduction and climate change efforts.

November

2nd Airport Environment Seminar

24 - 25 November
Quito, Ecuador

(held in English and Spanish) two-day programme, 14 speakers from the World Environment Standing Committee; well attended with excellent feedback from participants.

Economic Vitality

Goal: to defend airport economic interests and business flexibility needs with our global partners and with regulatory authorities; provide data analysis, benchmarking tools and supporting documentation to support our positions.

Airport Economics Survey 2010

The survey drew a strong response from 646 airports that together handled 3.23 billion passengers or about 67.5 percent of worldwide traffic in 2009, thus providing unique and comprehensive insights into economics and finances of airports around the world.

Top line figures of the 2010 Airport Economics Survey covering the financial year 2009 / 2010 were:

- Total airport industry revenue: USD 95 billion
- Proportion of non-aeronautical revenue: 46.5%
- Income from aircraft related user charges: USD 17.3 billion
- Total operating expenses: USD 57 billion (60% revenue)
- Capital expenditure 2009: USD 34.6 billion
- Interest and depreciation: USD 29.5 billion
- Global airport industry long term debt: USD 280 billion - 3 times higher than annual revenue

ACI World at ICAO

Following up on the post-CEANS (ICAO Conference on the Economics of Airports and Air Navigation Services) document revision cycle, the World Economics Standing Committee in 2010 developed a new charter and work plan for 2011 and 2012.

The committee agenda is driven by changes to the ICAO policy on airport charges. The first item on the work-plan is the development of an industry guide on airport performance management which will consolidate commonly applicable performance indicators. The guide is due to be released at the end of 2011.

The Committee also provided substantial and valuable input into the revision process of the ICAO Airport Economics Manual (Doc 9562), the new edition of which will be released in 2011.

A new Committee project for 2011 was set in motion in 2010: Global Airport Charges Tracker is being carried out in cooperation with ACI Europe. Release is due for March / April 2011.



ACI World Airport Traffic Report 2009



Global Traffic Forecast 2011 (forecast for 2010-2029)



Airport Economics Survey 2010 based on survey data for full year 2009



Regular Monthly World Airport Traffic Reports and International Passenger and Freight Reports



Quarterly Traffic Bulletins



Monthly Flash Pax and Flash Freight releases

Regulatory Affairs

New regulatory framework for India: ACI submitted its position on the development of a new regulatory framework for airports in India to AERA (Airport Economic Regulatory Authority). Emphasis placed on ensuring sustained investments for this high growth market and the importance of attracting private capital, return on investment opportunity, incentives to maximize non-aeronautical revenues and the ability to cover costs, including cost of capital. ACI advises against a single till regime, as tentatively suggested by AERA, as sending the wrong economic signals for building investor confidence. Meetings were held with AERA representatives, the airport operators AAI, GMR and the Association of Private Airport Operators in India (APAO), and correspondence with the Transport Minister of India. Follow-up will continue in 2011.

Australia: ACI sent a letter to the Transport Minister of Australia submitting its position on the intended earlier Productivity Commission review of airports in Australia, which was prompted by reportedly low passenger satisfaction ratings. ACI points out the significant investment in airport infrastructure in Australia and that the satisfaction data used in the review was not recent enough to be reflect the current status.

Non Aeronautical Revenues

ACI World continued its efforts at the World Health Organization - WHO - (working with ACI Regions and regional travel retail associations) to defend airports' interests in the negotiations (under the WHO Framework Convention on Tobacco Control) on the Protocol on Illicit Trade in Tobacco and specifically to oppose a proposed ban on the sale of duty-free tobacco products. These negotiations will likely continue in committee through 2011, leading to a conclusion at an Intergovernmental Negotiating Body (INB5) meeting in March 2012.

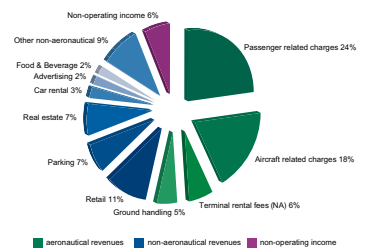
ACI similarly worked with industry partners to oppose proposals to ban duty-free alcohol sales in a proposed WHO strategy on limiting the harmful use of alcohol. The WHO Executive Board decided, at its meeting in January 2010, to delete this proposal from the strategy, which was to be presented to the World Health Assembly in May, 2010.

Events in 2010

February

2nd Airport Economics and Finance Conference

23 - 24 February
London, UK



Health

Goal: to improve airport preparedness for health emergencies through collaboration with public health and aviation partners on capacity building and contingency arrangements at airports.

ACI World at ICAO

In accordance with the WAGA Resolution, passed in Kuala Lumpur, in November 2009, ACI World has prioritized its work with ICAO to enhance infectious disease and pandemic preparedness regionally.

It has supported ICAO's Cooperative Arrangement on the Prevention of Spread of Communicable Disease through Air Travel (CAPSCA) initiative and participated in workshops in The Americas, Asia-Pacific and Africa. The CAPSCA initiative aims to build capacity in pandemic preparedness and response, with Steering Groups and Medical Assistance Teams formed in each region to undertake the work. ACI participated in the global meeting of the CAPSCA Regional Medical Assistance Teams in Singapore in mid-October convened by ICAO.

Work with international organizations

- ACI World has agreed a formal plan of collaboration with WHO, aimed at providing guidance material and training to facilitate the implementation of International Health Regulations at airports.
- ACI World has worked with the United Nations World Tourism Organization (UNWTO), the World Health Organization (WHO), ICAO and stakeholders from across the transportation, travel and tourism sectors, to identify lessons from the handling of the Influenza A(H1N1) pandemic in 2009. These lessons will be incorporated in revisions to contingency planning guidelines.
- Recognizing that pandemics have the potential to disrupt normal civil aviation operations for a protracted period of time, ICAO has asked ACI to lead the work to develop Business Continuity Planning guidelines for the aviation sector, in 2011.



4th Steering Committee Meeting of CAPSCA



Airport Information Technology

Goal: to introduce new technologies and protocols that achieve service and cost efficiencies in airport processes and identify best practices in the use of information and communication technology at airports.

Standards and recommended practices

ACI World has reinforced its Airport Information Technology – IT – strategy with the development of the Airport Community Recommended Information Services (ACRIS) project. Created by the Standing Committee in June 2009, the ACRIS main goal is to define the framework for airports, airlines, partners and suppliers to provide and process data in a universal way. This is accomplished by developing “information services” or interfaces that complement and use existing messaging standards. 2010 was a key year for the definition of the ACRIS project, through six face-to-face meetings and a similar number of virtual conferences. Several documents have been produced so far, including the oversight structure, IT security guidelines, Executive Summary for the World Governing Board, draft Recommended Practice, and service descriptions.

Passenger service improvements

ACI World worked together with IATA and other aviation stakeholders in the Passenger Experience Management Group (PEMG) and related Working Groups (WGs). ACI World participated in all PEMG meetings in 2010, providing presentations and reports, and ensuring that the airport’s point of view was understood and addressed. An agreement on airport participation in all IATA-led WGs was achieved, reinforcing the partnership with the airline community and proactively creating new collaborative opportunities.

As a result, ACI has led the development of a Best Practice Guidance Document for Passenger Screening Point Access and Egress. Moreover, it has actively participated in the development of the AIDX and Fast Travel ‘Bags Ready to Go’ implementation guides, with strong support from the regional offices.

Additionally, ACI World has continued its strong support to the first ACI Recommended Practice on Common Use Passenger Processing Systems (CUPPS), jointly approved by ACI, ATA and IATA. CUPPS pilot trials have run successfully at several locations, and a number of airports and airlines have started their plans to migrate to CUPPS solutions in due course.

ACI World at ICAO

Machine Readable Travel Documents – MRTD – and electronic passports: ACI World has continued its support to the ICAO MRTD Technical Advisory Group – TAG – and its different Working Groups and helped promote the ICAO conference this year.

2010 was an excellent year in terms of Airport IT regional cooperation. ACI World has actively participated and supported all the relevant Airport IT events promoted by the ACI Regional Offices, strengthening the links among the IT experts worldwide and ensuring proper communication and coordination.

ACI World Airport IT Standing Committee
Initiatives sponsored by the Committee include:

ACI Airport Community Recommended Information Services - ACRIS - Working Group (formerly known as Standardized Information Services - SIS).

Guidance Material Development including Aviation Information Data Exchange (AIDX) and Fast Travel “Bags Ready to Go” Implementation Guides and a planned Common Use IT Handbook update.

Airport IT Trends Survey, in conjunction with SITA and Airline Business, which had 128 responses from airports and operators representing 220 airports around the world, the highest participation ever.



Self Service Drop Off Point ©Schiphol Airport

Performance Excellence: Customer Service

Goal: to promote and facilitate excellence in airport customer services, by providing management tools, industry benchmarking, best practice sharing opportunities, training and technical assistance.

Airport Service Quality Programme

ACI World continued to enhance this key member service in partnership with DKMA, attracting new airports to the ASQ programme, expanding the product offering, publishing new best practice guidance and convening regional ASQ Forums.

2010 saw growth in demand for all of the ASQ services; ASQ Survey, ASQ Performance, ASQ Assured and ASQ Management. The number of airports participating in the ASQ Main Survey programme increased 12 percent (Q4 2009 .v.Q4 2010) from 135 to 151, with a 36 percent increase in the number of airports in the Regional Survey programme (from 28 to 38). As of February 2011, several new members joined the two programmes, taking the total to 209 active participants. A re-launched ASQ Assured programme also attracted new participants with an additional five airports seeking certification in 2010, up from six airports in 2009. Also two more airports joined the ASQ Performance programme (totalling 13 airports in Q4 2010), which benchmarks airports' service processes.

The Annual ASQ Awards were presented in a ceremony at the ACI Asia-Pacific Regional Conference in Sanya, in May 2010. Asia-Pacific airports continued to dominate the worldwide rankings, garnering the top five places. Incheon has won the ASQ Best Airport Worldwide Award each year since its inception. In total, 29 different airports won awards reflecting the breadth of service excellence in the industry.

Three regional ASQ Forums were held with more than 200 airport representatives participating. These one and a half day mini-conferences have evolved into best practice forums, providing airports with an excellent opportunity to learn from their peers and to share their own best practices.

ACI World also delivered three 'Managing Service Quality at Airports' courses, under ACI Global Training, training 40 airport representatives in how to use the ASQ tools and manage service quality at airports.



Airport Service Quality Best Practice Reports on Parking facilities, Internet access and Airport wayfinding.

Airport participants of the Service Quality Programme *as of 1 February 2011*



Africa: 11 airports

Cairo, Cape Town, Durban, East London, Entebbe, George, Johannesburg, Mombasa, Mauritius, Nairobi, Port Elizabeth

Asia Pacific: 46 airports

Adelaide, Ahmedabad, Auckland, Bangalore, Bangkok, Beijing, Calicut, Chennai, Chiang Mai, Chongqing, Christchurch, Goa, Gold Coast, Guangzhou, Guwahati, Hainan HAK, Hainan SYX, Hangzhou, Hong Kong, Hyderabad, Kolkata, Kuala Lumpur, Jaipur, Macau, Melbourne, Mumbai, Nagoya, Newcastle, New Delhi, Phnom Penh, Perth, Pune, Seoul ICN, Seoul GMP, Shanghai PVG, Shanghai SHA, Shenzhen, Siem Reap, Singapore, Sydney, Taipei, Tokyo NRT, Townsville, Trivandrum, Wellington, Wuhan

Europe: 73 airports

Aberdeen, Alesund, Amsterdam, Åre Östersund, Athens, Belfast, Bergen, Bodo, Bournemouth, Bucharest, Budapest OTP, Bristol, Cardiff, Copenhagen, Dublin, Dusseldorf, East Midlands, Edinburgh, Faro, Frankfurt, Glasgow, Goteborg, Geneva, Hamburg, Haugesund, Helsinki, Humberside, Istanbul, Keflavik, Kiruna, Krakow, Kristiansand, Lisbon, London LGW, London LHR, London STD, London LTN, Luleå, Lyon, Madeira, Madrid, Malmö, Malta, Manchester, Milan LIN, Milan MXP, Moscow DME, Moscow SVO, Munich, Olbia, Oslo, Narvik, Palma de Mallorca, Paris CDG, Paris ORY, Ponta Delgada, Porto, Rome FCO, Ronneby, Southampton, Stavanger, Stockholm ARN, Stockholm BMA, Stockholm NYO, Trondheim, Tromso, Umeå, Venice, Vienna, Vilnius, Visby, Zurich, Zagreb

Latin America: 27 airports

Acapulco, Barbados, Cancun, Cochabamba, Cozumel, Curacao, Guayaquil, Huatalco, Mexico City, La Paz, Los Cabos, Mazatlan, Minatitlan, Merida, Montego Bay, Nassau, Oaxaca, Port of Spain, Puerto Vallarta, San José, Santa Cruz, Santo Domingo, Tapachula, Toluca, Veracruz, Villahermosa, Zihuatanejo

Middle East: 10 airports

Abu Dhabi, Al Ain, Amman, Bahrain, Dammam, Doha, Dubai, Jeddah, Muscat, Tel Aviv

North America: 42 airports

Atlanta, Austin, Baltimore, Bermuda, Boise, Boston, Calgary, Cincinnati, Cleveland, Columbus, Dallas DFW, Dallas DAL, Denver, Detroit, Edmonton, Ft Lauderdale, Fredericton, Grand Rapids, Halifax, Houston IAH, Houston HOU, Indianapolis, Jackson, Jacksonville, Kelowna, Memphis, Minneapolis, Montreal, Ottawa, Portland, Quebec, Regina, San Antonio, San Diego, Salt Lake City, Sacramento, Saskatoon, St. John's, Toronto YYZ, Victoria, Washington DCA, Washington IAD



Performance Excellence: Training



Goal: to promote airport excellence by providing high quality, comprehensive training solutions that build staff competencies and skills.

Global Training

2010 was a year of substantial growth for ACI Global Training. Under the guidance of the training steering group which represents all five ACI Regions, the dedicated Global Training team have ensured that the training programmes and courses are fully aligned with the needs of ACI's members worldwide.

With new additions to the offer in 2010, the ACI training portfolio addresses airport career needs from entry level to CEO, focusing on competency based training that is delivered in the classroom, online through the ACI Online Learning Centre (OLC), as well as through blended learning formats.

The curriculum concentrates on areas such as: Airport Executive Leadership Programme (AELP); ACI and ICAO's joint Airport Management Professional Accreditation Programme (AMPAP); the new Airport Dynamics (AD) operational supervisory staff training programme; safety courses including the Global Safety Network Diploma (GSN) and stand alone courses in safety, customer service, economics, environment and security.

Thanks to our members, ACI Global Training now has 11 training centres located worldwide to support the organization courses in Egypt, Greece, India, Malaysia, Panama, South Africa, South Korea, Trinidad & Tobago, Turkey, and United Arab Emirates (Abu Dhabi and Dubai).

New in 2010

- Development and successful delivery of the Airport Dynamics Training Diploma, which focuses on providing knowledge across key airport competencies and functional areas.
- Developing Nations ACI (DNA) Training programme that offers grants and scholarships to members in UNCTAD list countries.
- OLC development of three new certificate programmes and courses in Environment Management, Safety Management Systems and Human Factors.
- ACI participation in the ICAO Next Generation of Aviation Professional (NGAP) task team to define the new Aviation Professional Profile to ensure that airport careers are included in industry's future plans.
- Development of the first AMPAP online elective course in Airport Environmental Management.

Results for 2010

More than **1575** classroom participants worldwide, for over **94** classroom courses administered worldwide, representing approximately **6,025** student days.

The Online Learning Centre welcomed **1,654** participants which totalled **4,329** hours of online training.

www.aci.aero/training

ACI Fund

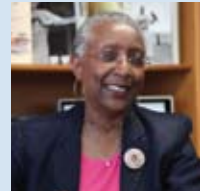
Created by ACI members in 1992, the ACI Fund has delivered on average two to three seminars per year, has assisted deserving candidates with scholarships and has regularly provided direct assistance and guidance to airports, for example in applying for World Bank funding. Airports and aviation organizations such as ICAO have generously supported the seminars by sending topical experts to lead and teach at the sessions. In 2010 ACI Fund has strengthened the partnership with CIFAL Atlanta / UNITAR (United Nations Institute for Training and Research) in order to facilitate and administer ACI Fund training programmes to airport members in least developed nations.

Four training seminars were organized in 2010 with topics ranging from safety to non-aeronautical revenues in the cities of Panama, Atlanta, Abuja and Abu Dhabi.

Special thanks from ACI to the hosts Panama Tocumen International Airport, Atlanta Hartsfield International Airport, and the Gulf Centre for Aviation Studies.



ACI Fund Chair
Ad Rutten



ACI Fund Managing Director
Angela Gittens



41st ACI Fund Seminar on Understanding ICAO Annex 14 in Abu Dhabi



ACI Fund supports safety as a priority through ICAO Annex 14 courses



38th ACI Fund Seminar on Prevención Ante el Peligro de las Aves in Panama

ACI Fund for Developing Nations' Airports

PO Box 16
1215 Geneva 15 - Airport
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38th ACI Fund Seminar on Prevención Ante el Peligro de las Aves in Panama



38th ACI Fund Seminar on Prevención Ante el Peligro de las Aves in Panama

ACI World Governing Board as of 1 January 2011

ACI Africa



Monhla HLAHLA
Airports Company South Africa



Pascal KOMLA
SALT - Togo



Prosper TESHA
Tanzania Airports Authority

ACI Asia Pacific



Tan Sri Bashir Ahmad ABDUL MAJID
Malaysia Airports Holdings Berhad



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Hardy ACREE
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Thella BOWENS
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The ACI World Governing Board meets at least twice every year, and is joined by regional advisors and the World Business Partner programme observer.



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ACI Africa



ACI Africa President
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ACI Africa Regional Secretary
Ali TOUNSI

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2010 marked a positive turning point for the ACI Africa Region, with solid traffic growth for many of our members in both passenger and cargo categories. With two new recruits (Seychelles and Swaziland) in 2010, the region now has grown to 58 members operating 260 airports. In this vast region characterized by on-going privatization and introduction of a number of new operators, ACI Africa will continue to attract new members and to strengthen the regional representation in all sub-regions. ACI Africa has also launched a regional business partner programme and has developed a new brochure to potential partners and created a dedicated web page on the ACI Africa website. By the end of the year 2010, ACI Africa had enlisted five business partners.

ACI Africa Board Decisions

Decisions taken in December 2009 by the Board helped improved the financial situation for the Africa Region and produced a positive financial result for 2010. The ACI Africa Board, which met twice in 2010, approved a set of resolutions addressing key orientations for the regional office: the ACI Africa Region strategic plan, the establishment of a marketing commission to find new resources to improve the financial situation, creation of an environment sub-committee and a new protocol for hosting ACI Africa regional events.

ACI Africa Strategic plan

ACI Africa has developed a strategic work plan that focuses on meeting members' needs in the priority areas of safety, security, and environment as well as reinforcing the role of ACI Africa as the 'voice of African airports'. This plan calls for extensive collaborative efforts across the region involving key aviation stakeholders and regional authorities.

Advocacy

ACI Africa represented airport positions and requirements at a number of regional meetings held this year and organized by partner organizations (AFRAA and AFCAC) and participated in the high-level meeting of African Ministers of Transport held in Abuja, Nigeria for the implementation of the aviation security road map in Africa. ACI Africa presented a working paper outlining the contribution of ACI in the field of security improvements. Other key venues included the Africa Aviation ICT Forum 2010 conference organized by SITA in Cairo; the Routes Africa conference in Swaziland; the 20th ALFA ACI Congress held in Marrakech; and the 4th General Assembly of the l'Union des Gestionnaires d'Aéroports de l'Afrique du Centre et de l'Ouest –UGAACO in Bamako.



New Safety Initiatives

Safety figures prominently in the work plan for the region. ACI Africa created a new regional safety working group in December 2010 following the launch of the ACI safety initiative (APEX in Safety). The working group consists of recognized experts in the field of safety from African airports, partners and professional associations of the air transport industry. An action plan has been developed for the region, and this programme will be initiated at the ACI Africa / ACI World Safety Seminar (supported by ICAO) in Marrakech, Morocco from 31 March to 1 April 2011.

Safety training has also been a key focus in the region. In collaboration with the regional ACIP/ICAO programme, ACI Africa conducted training on the implementation of a regional safety plan in Africa held in Tunisia in March 2010. ACI Africa also was a partner in organizing the ACI Fund training workshop in Abuja and several other courses on safety in Africa.

ACI Africa looks forward to the joint ACI Africa / ACI World Annual Conference from 31 October to 2 November; the conference will include the 46th ACI Africa Board and Working Groups meetings (29 - 30 October, 2011).



ACI Africa Safety and Facilitation Committee

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ACI Asia-Pacific



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MAJID



ACI Asia-Pacific Regional Director
Maggie KWOK

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The ACI Asia-Pacific (APAC) Regional Office continues to expand current services and introduce new ones for the growing membership needs across the Asia-Pacific region. In this vast region, operational efficiency and quality service delivery are strong allies for building a sustainable future for the airport industry. With members ranging from small tourist destinations to some of the largest global hubs to new Greenfield installations, ACI APAC strives to help its richly diverse membership to capitalize on dynamic growth potential and reinforce their airport leadership role in the world.

In 2010, APAC regional office successfully regionalized the World Business Partner (WBP) programme. Several recruitment initiatives undertaken by the dedicated APAC team helped grow the small initial membership of 26 members in 2009 to over 40 members by end of the year, becoming the region with the most net gain in membership growth since regionalization.

As one of the fastest growing passenger and cargo traffic regions, APAC regional office has taken the opportunity to recruit airports in the rapidly expanding market as they have been recovering fast from the global financial crisis. The APAC regional office team carried out a number of liaison visits this year and they managed to attract new members from Australia and the Middle East.

Event organization was as a major focus in 2010. With the tremendous support from airport members and WBPs, the APAC regional office was able to provide many excellent networking and learning opportunities for our members throughout the year:

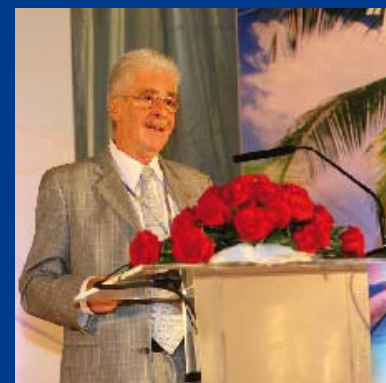
- 4th ACI Asia-Pacific Human Resources Best Practice Seminar, Siem Reap, Cambodia, January, the seminar was hosted by Cambodia International Airports and well attended by representatives from airports and WBPs in the region.
- 5th ACI Asia-Pacific Regional Assembly Conference & Exhibition, Sanya, China, May, the conference was hosted by HNA Airport Group. Well attended by over 350 delegates, the event was the first assembly held in China. ICAO Secretary General, Mr. Raymond Benjamin was the guest of honour and delivered a special address at the conference.



Maggie Kwok, ACI Asia-Pacific Regional Director speaking at the 1st Pan-Pearl River Delta (PPRD) Airport Cooperation & Development Forum



4th ACI Asia-Pacific Human Resources Best Practice Seminar, Siem Reap, Cambodia



ICAO Secretary General, Mr. Raymond Benjamin at the 5th ACI Asia-Pacific Regional Assembly Conference & Exhibition, Sanya, China

- Airport Exchange 2010, Istanbul, Turkey, October, jointly organized with our sister region ACI Europe for the first time. We will continue the partnership to jointly present the Airport Exchange 2011 in Abu Dhabi, U.A.E. in November 2011.
- Regional Workshop on Wildlife Hazard Management, Penang, Malaysia, December. This is the first conference jointly organized in partnership with the ICAO Asia and Pacific regional office.

On the safety front, several activities highlight this year's actions and on-going commitment to this top priority. The Region's Operational Safety Committee finalized the drafting of the "Airside Driver Training and Vehicle Licensing Handbook". The Committee has taken first steps to prepare for launching the *APEX in Safety* programme in Asia-Pacific in cooperation with ACI World and the other ACI Regions. The region also participated in international working groups to promote safety in the region such as the Middle East Top Level Safety Team.

APAC regional office continued to cooperate with airlines and civil aviation regulators on security last year, including excellent relations with the ICAO Regional office. A regional security forum was organized with the regional association of airlines and the USA Transportation Security Administration (TSA) in June 2010. At the forum, ACI called upon governments for more consultation with airports when instigating security measures.

Also, APAC regional office took part in a number of key industry events in the region to further strengthen our relationships with the important industry partners such as:

- 1st Pan-Pearl River Delta (PPRD) Airport Cooperation & Development Forum
- 3rd China and Portuguese Speaking Countries Airports Conference

APAC regional office is thankful to our members and industry partners for their unfailing support and cooperation throughout the year of 2010. Looking ahead, the APAC regional office is committed to providing more new services to better serve our growing membership.



Asia-Pacific Aviation Security Forum co-organized with Asia Pacific Airlines Association in June 2010

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ACI Europe President
Ad RUTTEN



ACI Europe Director General
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Airports across Europe faced many unexpected challenges in 2010. The surprise eruption of Iceland's Eyjafjallajökull volcano in April resulted in unprecedented airspace closures and traffic disruption. With European airports losing over €300 m in revenues and added costs, ACI Europe took a leading role in industry efforts to question the disproportionate airspace closures and ensure the adoption of new EU procedures allowing air traffic to resume in most parts of Europe. As the situation evolved, ACI Europe kept members and media regularly informed on all discussions and proposals, sharing valuable information as it became available.

Sporadic airline and air traffic control strikes further adversely impacted airport businesses throughout the year, as did December disruption from unprecedented severe weather conditions which seriously hampered the airport operations during this heavy travel period. ACI Europe continues to advise European decision-makers on the technical issues involved in airport operations in such adverse conditions.

Invariably these factors took a toll on European passenger traffic in 2010. While some growth was experienced, recovery to the pre-crisis traffic levels remains far off. This prospect was further undermined by proposals for aviation taxes at both national and European levels. ACI Europe firmly opposed any such measures and has published a policy paper to this effect.

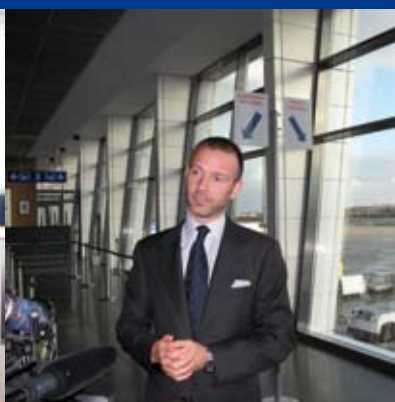
Policy Issues

Economics: ACI Europe has continuously monitored the implementation of the EU Directive on Airport Charges, which is currently being transposed into national law in EU Member States, and provided support for airport members locally. ACI Europe also continued to report on the evolution of airport charges.

Environment: The success of ACI Europe's flagship programme *Airport Carbon Accreditation* continued unabated. By the end of 2010, a reduction of over 560,000 tons of CO₂ had been achieved, thanks to the efforts of 29 accredited airports responsible for 35% of European passenger traffic. Commendation from the EU Commissioner and key European institutional stakeholders sets the programme on a path to recognition as the industry standard for carbon management at European airports.



ACI EUROPE President Ad Rutten with Member of European Parliament Luis de Grandes Pascual inspecting security scanners at Schiphol Airport



Olivier Jankovec speaks to the media



European Commission Vice President in charge of Transport Siim Kallas with ACI EUROPE President Ad Rutten



Belgian State Secretary for Mobility Etienne Schouppe, CEO Brussels Airport Arnaud Feist, ACI EUROPE Director General Olivier Jankovec & European Commission Vice-President Siim Kallas attend Airport Carbon Accreditation presentation at Brussels Airport

Security: Three key initiatives were pursued. The first campaign was to counsel European decision-makers on the merits of the latest security scanner technology following new security threats. The second, which is an on-going effort, opposes the European Commission's premature plans to lift the restrictions currently in place on liquids, aerosols and gels (LAGs). Finally, ACI Europe actively promotes the longer-term 'Better Security' concept, based on better use of intelligence, behavioural profiling and unpredictability amongst the package of techniques under consideration.

Single European Sky: Through active involvement in the implementation of the 'Single European Sky' project throughout 2010, ACI Europe is ensuring that airport operations are fully incorporated into the project, with airports being recognised and empowered as 'ground coordinators' between all actors concerned. The ACI Europe Airport-Collaborative Decision Making (A-CDM) Action Plan with EUROCONTROL also gained the support of CANSO, with over 30 European airports now implementing A-CDM.

Safety: With the European Aviation Safety Agency (EASA) soon scheduled to take over responsibility for airport safety regulations, ACI Europe is working to ensure that the new regime remains as close to the provisions of ICAO Annex 14 as possible.

Connectivity: ACI Europe remains closely involved in all EU aviation negotiations with non-European countries, particularly BRIC and North American countries. ACI Europe organised a special workshop for its Russian members and publicly voiced support for the liberalisation of the EU-Russia aviation markets.

Regional Airports Forum: The 'Small and Medium Size Airports Action Group,' after 4 years of activity, has evolved into the Regional Airport's Forum. The re-branded Forum now has representatives in each of ACI Europe's committees to ensure that the distinct interests of regional airports are represented in all of ACI Europe's policies.

Major Events in 2010:

February: 2nd Airports Economics & Finance Conference, London, UK (joint ACI World/ACI Europe)

March: 3rd Regional Airports Conference, Dubrovnik, Croatia

April: 19th Airport Trading Conference and Exhibition, Malta

June: 20th Annual Assembly, Congress and Exhibition, Milan, Italy

October: Airport Exchange in Istanbul, Turkey (joint ACI Europe/ACI Asia-Pacific)

Communications: 2010 was a record year for publications:

- Policy Outlook (flagship strategic publication)
- Airport Economics Report 2009
- Ownership of Europe's Airports
- Guide to Finance Instruments for European Airports
- Local Air Quality study
- Launch of ACI Europe's new member e-newsletter (bi-monthly) called 'Taxi Lights'.

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Luc VAN DEN BOSSCHE
Brussels Airport, Belgium

Olivier BERNI
WBP Observer





ACI Latin America-Caribbean

2010 has been both a challenging and rewarding year for ACI Latin America-Caribbean (ACI-LAC). Despite significant traffic downturns experienced by some of members, overall the region performed at the end of year with very positive numbers. Double digit growth in passenger and cargo traffic, as well as good growth in aircraft movements, point to the dynamic potential for airport operators within the region.



**ACI Latin America-Caribbean
President**
Philippe Baril

For the ACI-LAC Region, we are reflecting greater autonomy in our specific regional activities but with enhanced overall coordination, communication and cooperation with the global ACI organization. In July, the regional office was successfully relocated to Quito, Ecuador, where we are now hosted by ACI member Corporación Quiport, S.A. Quiport President and General Director Philippe Baril was elected as 2011-2012 ACI-LAC President at the annual meeting in Bermuda. The members have confirmed their collective commitment to build ACI-LAC into a more vibrant organization that delivers tangible value and benefits to its members, as well as standing for airports interests within the aviation industry.



**ACI Latin America-Caribbean
Regional Secretary**
Javier Martinez

Industry Collaboration

The inauguration of the new ACI-LAC office was an excellent opportunity to reconnect with the industry stakeholders. A round table discussion with representatives from IATA (international carriers), LACAC (civil aviation) and ALTA (regional carriers) was held. Also, ACI-LAC representatives participated in two LACAC regional meetings, an AAAE regional meeting, a visit to the ICAO office in Mexico, as well as participated in the annual ALTA meeting of the regional airline. Each of these activities provided opportunities to enhance communications between key regional stakeholders in the aviation industry.

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Strategic Planning

A new strategic plan for ACI-LAC has been approved that establishes the guidelines and resources to raise the bar of service to members, which can be particularly articulated on the basis of these strategic objectives: strengthening the administrative capacity of the regional office, developing a portfolio of services for members, enhancing collaboration with ACI World office and improving communication channels among government bodies and among members of the LAC region. The Regional Secretary appointed in July, will be in charge of the implementation of this plan.



ACI World / ACI LAC Annual General Assembly, Bermuda

Inauguration of the ACI LAC Regional Office in Quito, Ecuador

Training across the Region

Several training activities took place around the year within our LAC region: Facilitation Course in Panama City; Customer Service in Cuenca-Ecuador; Routes Development and Airport Marketing in Quito-Ecuador; Emergency Management in Ezeiza-Argentina; Public Relations for Airports in Panama City; 2nd ACI Environmental Seminar in Quito organized jointly with ACI World.

Standing Committees

A new strategy and plan has been launched to re-establish the ACI-LAC Standing Committees. It is a goal of the new ACI-LAC Regional Board to promote the work of all of the regions' standing committees. The APEX in Safety project has been identified as the flagship project to re-activate the Safety Committee. A joint meeting between ACI Environmental Committee members and ACI-LAC airports environmental supervisors and managers was the trigger to launch the formation of this committee. Other committees have also started to work on their work plan.

Events

ACI-LAC had representation and actively participated in several events during 2010:

- Co-Sponsor of the Routes Americas, Lima
- 24th GEPEJTA/LACAC meeting, Lima
- 25th GEPEJTA/LACAC meeting, Buenos Aires
- ASQ Americas Forum, Atlanta
- LACAC Executive Committee Meeting, Mexico City
- 37th ICAO General Assembly, Montreal
- LACAC Human Resources Seminar, Lima
- Regional Aviation Safety Group (RAGS-PA), Dominican Republic
- ACI Annual & ACI-LAC General Assembly, Bermuda
- ALTA Annual General Assembly, Panama City
- World Standing Environmental Committee meeting, Quito

In 2011, ACI-LAC will be organizing important events around the 20 years anniversary, giving special emphasis to Safety, which it is the key priority for this year. In June 13-16 we will co-host the ICAO/ACI-LAC/ALTA/CANSO Safety Summit in Mexico City.

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Round Table with Regional industry leaders



Participants of the 2nd ACI Environmental Seminar, Quito



Phillippe Baril addresses the ACI LAC Regional General Assembly, Bermuda



ACI North America

Airports continue to face uncertain economic times, heightened security concerns, an ever growing regulatory burden and environmental challenges. As the Voice of Airports in North America, ACI-NA succeeded in advancing the initiatives of our members, serving our communities and tackling unexpected challenges in 2010.

ACI-NA is an **advocate**, ensuring airports have the financial resources to meet the needs of passengers and their communities.



ACI North America Chairman
Frank R. MILLER

- **Alternative Minimum Tax Reform:** ACI-NA continued to work to obtain a permanent AMT exemption for private activity bonds.
- **FAA Reauthorization:** ACI-NA worked for a multi-year extension, succeeding in obtaining a \$7 increase of the Passenger Facility Charge ceiling as well as increases in funding for the Airport Improvement Program in the House-passed legislation in the 111th Congress.

ACI-NA is a **watchdog**, pushing back on over-reaching and costly federal regulations and legislation.



ACI North America President
Greg PRINCIPATO

- **Regulatory Review and Oversight:** ACI-NA provides constructive comments and subject-matter expertise to FAA, TSA, CBP and EPA to ensure proposed regulations, advisory circulars and guidance address real-world airport needs.
- **Deicing Regulations:** In response to the EPA's proposed regulations for runoff from deicing activities, ACI-NA researched the implications of the new regulations and advocated a sensible, flexible approach.
- **The In-Depth Security Review Task Force**, initiated by ACI-NA, resulted in the elimination of archaic regulations and ensured that new amendments are more effective.
- **Safety Management Systems:** ACI-NA has tracked FAA's efforts to implement airport SMS in the U.S. and is working to ensure final regulations recognize airport financial and operational realities.

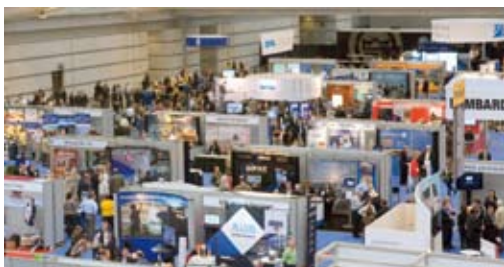
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ACI-NA is a **representative**, standing up for airports to ensure government agencies collaborate when developing and implementing security and facilitation measures.

- **Advanced Imaging Technology:** ACI-NA worked with TSA to ensure close coordination with airports to determine appropriate implementation schedules.
- **Security Screening:** ACI-NA worked with TSA, Transport Canada and Canadian airports to resolve issues caused by enhanced TSA screening regulations.
- **Facilitation:** ACI-NA is working to make the Global Entry Trusted Traveler program permanent, expand it to additional airports beyond the initial 20,



ACI-NA 19th Annual Conference and Exhibition in Pittsburgh



ACI-NA Board members meet with Senate Majority Leader Harry Reid



FAA Administrator Randy Babbitt with ACI-NA President Greg Principato

expand eligibility to citizens of other countries through agreements, include Canadian citizens enrolled in NEXUS automatically and allow Global Entry to be used at Canadian pre-clearance airports.

- **CBP Staffing:** ACI-NA raised concerns about lack of CBP staff to clear arriving passengers and is working to improve the efficiency of clearance procedures.

ACI-NA is an **expert** on key airport issues—from the environment to security, safety to legal issues, and from air traffic control to airport finance.

- **Safety:** ACI-NA provided FAA with critical industry expertise and data, making sure that airport issues are represented on the Runway Safety Council, Commercial Aviation Safety Team, Research and Advisory Committee and numerous advisory councils.
- **Air Traffic Control:** ACI-NA worked to ensure that the U.S. government, the airlines and the media understand that NextGen Begins and Ends at Airports. ACI-NA also made sure that airport air traffic issues are primary considerations rather than an afterthought.
- **Noise:** ACI-NA actively participated in FAA's development of a noise research roadmap, focused on advancing the current understanding of the relationship between aircraft noise and its impacts.
- **Economics:** ACI-NA worked with the U.S. government and ACI World to ensure that no undue restrictions are placed on airports ability to recover their costs as ICAO looks to revise its *Airport Economics Manual*.
- **DOT's Amended Rates and Charges Policy:** ACI-NA took a lead role in the DOT's revisions of its rates and charges policy, which yielded greater flexibility for airports to adjust their rates, including the use of congestion pricing.

ACI-NA is a **source** for valuable data, analysis, and benchmarking information to improve airport efficiency and reduce costs.

- **Clearinghouse for information and ideas:** ACI-NA's professional and dedicated staff anticipates aviation industry trends and develops the foundation for sound policy decisions and effective program implementation.
- **Benchmarking Surveys:** ACI-NA's benchmarking surveys expanded in 2010 to include the first comprehensive concession survey and the second environmental survey.
- **Research and Advisory Activities:** ACI-NA represented airport interests in research and advisory committees focused on airport safety, finances, operations, maintenance, planning and design and sustainability.

ACI-NA is a **resource** for professional development, training and networking.

- **Committee structure:** ACI-NA members participate directly in an active exchange of information to help shape policy and determine solutions to pressing airport-related issues.
- **ACI-NA World Business Partners and Associate Members:** These businesses, representing a wide variety of products and services, make their expertise available to ACI-NA and its airport members. They are committed to help improve airport operations and development, commercial activities, safety, security and quality customer service.
- **Conferences:** In 2010, more than 4,310 attendees benefited from educational and training opportunities ACI-NA delivered.
- **Awards:** ACI-NA sponsored three airport award programs for environmental affairs, communications and marketing and concession management.

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Coming up in 2011

Events

9-11 **February**

The Airport Business Trinity Forum, Bangkok, Thailand

1 - 2 **March**

3rd ACI Airport Economics and Finance Conference, London, UK

31 **March** to 1 **April**

ACI World / ACI Africa Safety Seminar, Marrakech, Morocco

5 - 8 **April**

6th ACI Asia-Pacific Regional Assembly, Conference and Exhibition, New Delhi, India

11 - 13 **April**

Airport Cities World Conference and Exhibition, Memphis, TN, USA

15 - 17 **June**

21st ACI Europe Annual Assembly, Congress and Exhibition, Lisbon, Portugal

17 - 20 **September**

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

16 - 18 **October**

20th ACI North America Annual Conference and Exhibition, San Diego, CA, USA

31 **October** - 2 **November**

21st ACI World/ACI Africa Annual General Assembly, Conference & Exhibition, Cairo, Egypt

December **(TBC)**

The Power of India, New Delhi, India

Publications for 2011

ACI Airport Statistics Manual: A Practical guide to addressing best practices

Human Factors in Aviation Security Best Practice

Revision of the **Common Use IT Handbook**

Emergency Preparedness Handbook

Revision of the **Aerodrome Bird Hazard Prevention and Wildlife Management Handbook**





Facts and figures

over **5 billion** (estimate) in 2010

+6% increase in number of passengers using the world's airports

+16% increase (estimate)

in tonnes of freight shipped through airports in 2010

92 million (estimate)

Tonnes of freight shipped through airports in 2010

\$38.5 billion (estimate) in 2010

Amount spent by the world's airports on development (US dollars)

+11% increase (estimate)

in amount spent by the world's airports in 2010

4.5 million

Number of people employed at airports globally

413

Companies that are members of the ACI World Business Partner programme (January 2011).

* ACI PaxFlash and FreightFlash year end report

ACI Vision

ACI advances the collective interests of, and acts as the voice of, the world's airports and the communities they serve, and promotes professional excellence in airport management and operations.



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