



Leading, Serving, Representing

# The Global Airport Community



Gold Coast Airport, Australia. Member of ACI.



Munich International Airport, Germany. Member of ACI.



Aeropuerto Internacional de Ezeiza, Buenos Aires, Argentina. Member of ACI.



Memphis International Airport, United States of America. Member of ACI.

# The community of airports

In 1991 airport operators around the world created Airports Council International – the first worldwide association to represent their common interests and foster cooperation with partners throughout the air transport industry. Through ACI, the airport community now speaks with a single voice on key issues and concerns and, despite regional diversity, can move forward as a united industry.

The primary airport mission is to serve its community and market, and that message must be made clear. A strong ACI association gives us the clout to respond in a timely manner to assaults on this principle. As a global industry, we can't afford to be "quiet", so we must actively speak out in all international forums that touch our airport activity.

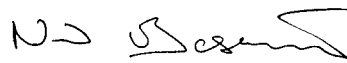
ACI vigorously pursues our interests in discussions with all international organisations. The most important relationship is with the International Civil Aviation Organization (ICAO), where international standards for air transport are debated and developed. ACI defends our positions in the areas of safety, security and environment initiatives and has also advanced and protected airport interests in important policy changes on airport charges and regulation, strengthening the hand of airports in dealing with airlines. The relationships maintained with other entities such as the World Health Organization also are essential to the well-being of airports and their users.

At the same time, ACI provides the platform for pursuing a constructive and cooperative relationship with the airline associations, governments and regulators. On critical industry issues – liberalisation, ownership, capacity planning, regulatory restrictions, and environmental action – ACI defends our views and strengthens our ability to shape the future of our industry, backing up airport actions at home.

Airports are an invaluable asset for the communities they serve, helping them to develop their full economic potential and ensure stable growth, bolstering

long-term business development and employment. As stewards of this community resource, airport operators need an organisation that can help them add value to their business. To assist us in that goal, ACI offers numerous training opportunities, a customer service benchmarking programme, detailed industry statistical analyses and practical publications.

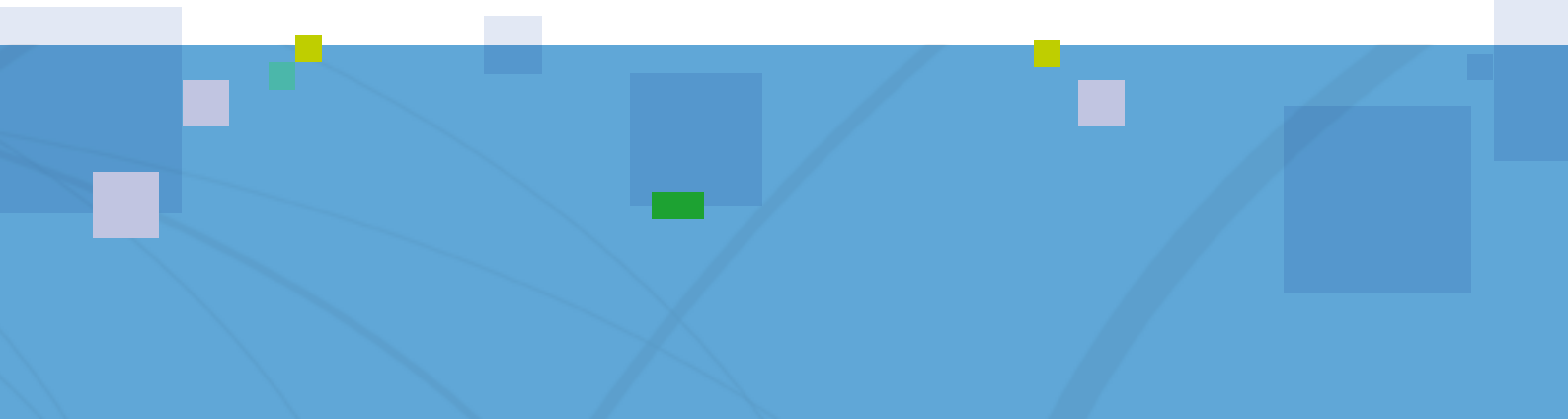
We must move beyond our local environment and participate in the industry at the national and international levels. It has been my great pleasure to serve two terms as Chairman of ACI, working with my fellow airport executives from all regions to guide ACI in strategic initiatives that strengthen our industry. This report will give you greater insight into the many contributions that ACI makes towards achieving that goal.



Niels Boserup  
Chairman, ACI World Governing Board  
and President and CEO of Copenhagen Airports



Niels Boserup



# 2 Facts and figures 2006

## **4.4 billion**

Number of passengers that used the world's airports (up 5 % from previous year)

## **85 million**

Tonnes of cargo shipped through airports per annum (increase of 4 %)

## **74 million**

Aircraft movements, an increase of 1.3%

## **\$38 billion**

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

## **4.5 million**

Number of people employed at airports globally

## **573**

The number of airport operators that are now members of ACI.

They represent 1643 airports in 178 countries and territories and 96 % of the world's passengers.

## **495**

Companies that are members of the ACI World Business Partner programme.

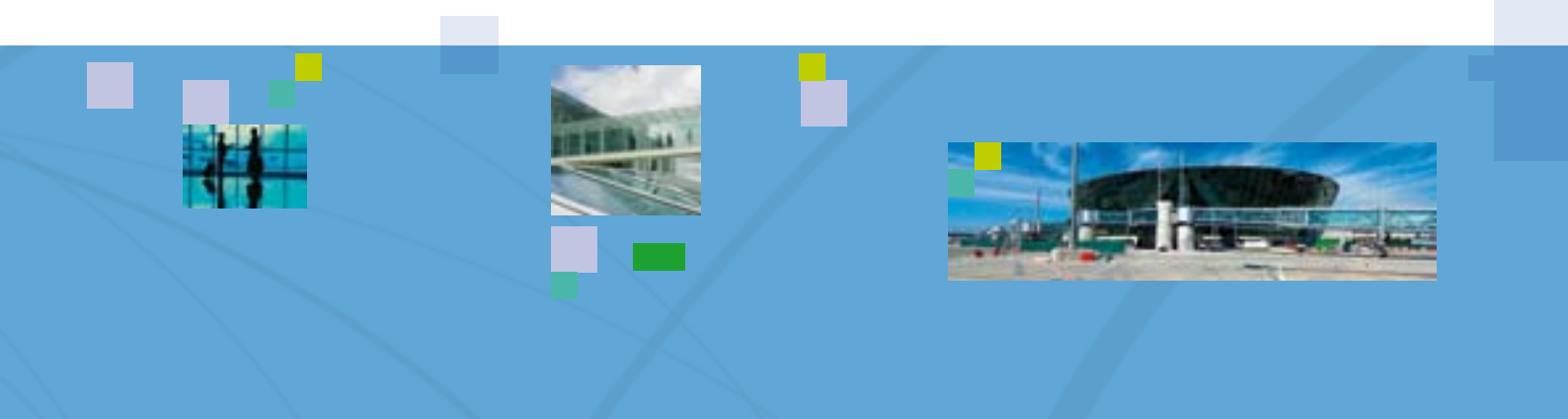
*\*Figures are based on preliminary 2006 data, available as of 15 February 2007*





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# ACI highlights 2006

## January 2006

- ACI and ICAO strengthened their working relationship at a meeting in Montreal. The two bodies determined to focus on capacity planning, safety enhancements, environmental issues and training needs as priorities in the short term.

## February 2006

- ACI announced that the world's airports handled over four billion passengers for the first time in the year 2005.

## March 2006

- ACI's Airport Service Quality Conference and Exhibition in Abu Dhabi, was the venue for the final AETRA awards. In early 2006, ACI launched a new customer satisfaction benchmarking tool, known as ASQ.
- The first ACI Airport Executive Leadership Programme (AELP) course was held in Geneva.

## April 2006

- The second Aviation and Environment Summit was held in Geneva with the goal of producing an aviation industry approach to the environmental issues of noise, air quality and emissions.

## May 2006

- An ACI policy on climate change was ratified at the World Governing Board meeting in Hong Kong.
- The ACI Asia and ACI Pacific regions were provisionally merged after formal approval by the regional boards, with the Asia-Pacific regional office located in Hong Kong.
- ACI and ICAO announced a joint training programme for airport management and user charges training.

## June 2006

- ACI and ICAO organised the first Global Air Transport Outlook Conference in Montreal and provided a forum for the 200 representatives of air transport organisations to consider the implications of industry growth worldwide.

## July 2006

- In a speech delivered to the UK Aviation Club, ACI Director General Robert J Aaronson responded to IATA statements and called on airlines to "drop the theatrics, get on with business, and truly be the best of partners [with airports], not the worst of adversaries."

## August 2006

- August 10 saw United Kingdom authorities disrupt a plot to carry liquid explosives on board aircraft, setting in motion a series of measures which could have wide-reaching effects on the industry and which ACI is taking a lead role in responding to.

## September 2006

- Representing airport views at the ICAO Global Symposium on Air Transport Liberalisation, Dubai, Robert J Aaronson called upon governments to liberalise market access for both passenger and cargo services and lighten the regulatory, political and environmental barriers to building new airport capacity.

## October 2006

- The Flight Safety Foundation's 'Airport Safety Award' was presented to ACI in October in Paris, for ACI's two most recent safety publications.

## November 2006

- The 2006 ACI World Annual General Assembly and Exhibition took place in Cape Town, bringing together some 500 airport professionals from 67 countries.

## December 2006

- ACI economics survey reported USD 38 billion in capital expenditure committed at airports worldwide in 2006.



# An agenda for growth

ACI members operate over 1640 airports worldwide – a rich diversity that stretches from the largest international hubs to the smallest airports in remote locations. These airports collectively welcome millions of passengers on a daily basis which, in 2006, means that 4.4 billion people arrived at and departed from the world's airports, an increase of five percent over 2005. Long-term traffic forecasts predict that by 2025 that number will double to over nine billion passengers. Maximising the use of existing and new infrastructure requires advance planning and financial investments, and in 2006 capital expenditure at airports reached USD 38 billion. Airports must continue to accommodate the growth curve efficiently without sacrificing the service excellence standards that satisfy their customers' expectations. ACI helps our members meet this challenge.

## Represent

While each of these 1640 airports manages local geographical, political and business parameters, all share the common need to implement recognised international operational and technical standards and meet their service excellence objectives. This combination of diversity and commonality within our membership is reflected in the work undertaken by ACI World Headquarters and the five ACI regional offices. It explains why it is critical for ACI to voice shared member positions with governments, industry organisations and events throughout the year. ACI lobbies for sustainable regulation that encourages healthy growth for our industry sector, calling for early consultation with airports on all subjects that impact airport business. To facilitate close cooperation between airports and their suppliers, ACI manages a World Business Partner programme which counts nearly 500 aviation-related businesses.

## Serve

Guided by the ACI World Governing Board and input from our members in all regions, ACI launched several new initiatives in 2006, as you will read in this report. Our work focuses on six broad priority areas: safety, security, environmental compatibility, efficiency, economic stability and customer service excellence. Collaborating closely with members, in particular those who actively participate in the standing committees, ACI has developed guidelines, handbooks, training programmes and a range of products and services designed to help airports respond to the fast-evolving airport market. We help develop safety, security, technical and operational standards that are appropriate, feasible and sustainable at

airports, working through ICAO and other industry bodies. In the area of environmental impact, we promote ambitious but realistic targets to reduce aviation's footprint, working hand in hand with airlines, manufacturers and aviation industry partners.

## Inform and defend

At the same time, we seize all opportunities to develop industry cooperation and informative communications by publishing position papers, resolutions, statistical information, press releases, media interviews and representing airport views through speeches at industry events. We combat those who misrepresent airport and airline relations, refuting misleading statements about airport business models. At the national and international levels, ACI lobbies for fair and balanced legislation. We have opposed unjustified taxation of the aviation industry and all legislation which is counter to the aviation conventions and agreements in force. The following sections highlight some of the specific activities that ACI undertook in 2006 on your behalf to address our common priorities.



*Robert J. Aaronson addresses the World Civil Aviation Chief Executives Forum in Singapore in early December on the topic 'Meeting the Global Challenge of Sustainable Airport Infrastructure'.*



### Safety

The Global Safety Network ([www.aci-safetynetwork.aero](http://www.aci-safetynetwork.aero)) was launched in 2006 as a forum for sharing safety information and incident reporting by ACI members. This aviation community website, which will help us collectively improve aviation safety, was commended at this year's ICAO safety conference. The GSN site offers a variety of question and answer topics with an interactive, moderated forum, as well as sections on training possibilities, documentation and policies. Users can find advice on topics such as safety management systems, runway incursions, apron safety as well as many other best practices and guidelines that can be used by aerodrome operators worldwide. A positive development from the GSN is a new modular safety training programme, which leads to an ACI diploma for those who complete all modules successfully.

The Flight Safety Foundation's 2006 airport safety award was awarded to ACI in recognition for two new handbooks: the *Airside Safety Handbook* and the *Aerodrome Bird Hazard Prevention and Wildlife Management Handbook*. ACI is proud of this award and we thank all who contributed to the two handbooks, particularly the members of the operational safety sub-committee.

ACI is working closely with ICAO and the other industry partners on the Global Aviation Safety Roadmap, an action plan that adopts a proactive approach to managing safety in the industry. Our industry has a well-deserved reputation for safe operations and the work done by ACI, ICAO and the other aviation industry bodies continues to enhance our credentials in this area.

### Security

Outside events frequently affect our day-to-day operations in a profound way, and the year 2006 saw yet another shake up of the security environment, as authorities in the United Kingdom disrupted a plot to carry liquid explosives on board aircraft. Rules restricting liquids in hand luggage have significantly impacted airport retail – particularly duty free items. With

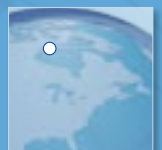
the ICAO move to introduce these restrictions worldwide as of March 2007, ACI is coordinating an international effort to ease the potential facilitation and economic impacts of these new restrictions on members and passengers.

ACI holds the position that security measures should, where practical, be harmonised across the world in this most global of industries. This approach is the most reliable and efficient way for passengers, authorities, and airline and airport staff to interact with the security system. Although harmonising security requirements globally will address a basic prerequisite for providing quality service, ACI also anticipates that there will be a "period of confusion" as States move one-by-one to implement the new security rules in 2007.



#### YRT Rankin Inlet, Canada

There is a single 1828 metre runway at the airport in the town of Rankin Inlet, which sits on the western shores of Hudson's Bay in the Nunavut territory of Canada, 300 miles south of the Arctic Circle. The population of this Inuit town, founded by the owners of the now closed nickel and copper mine, is around 3500. The nearest highway to the rest of the world is 500 miles to the south, so flying is the only way to get around. The Government of Nunavut, who operate the airport, have agreed to spend \$3 million to improve the ILS and expand the apron, but there is no surface radar available that could detect the polar bears that occasionally cross the airfield! The airport, which opened in 1994, handled 20 000 passengers last year and there are three flights a week to Ottawa to maintain political representation. Rankin Inlet Airport is a lifeline for its community, and it's a member airport of ACI.





## Customer service

As airports move towards more business-oriented models, their commitment to customer service improvements has intensified. ACI is providing members with the analytical tools they need to benchmark performance. The Airport Service Quality programme, which counts over 90 airport participants, surveys passengers in different segments of an airport's customer service. By participating year after year, airport managers can measure their progress on the various parameters, as well as benchmark their services relative to other airports, including some of the world's largest.

New technologies clearly help airports – like other businesses – to transition from labour intensive operations to more accurate, speedier methods. They have also helped make significant strides in simplifying passenger travel – and the ACI and industry backed SPT programme ([www.spt.aero](http://www.spt.aero)), has produced more than just verbal commitment. Released in late 2006, the second version of the ideal passenger flow maps the passenger process of the future, letting passengers make choices that speed their entire journey from pre-departure reservation through to arrival at their destination. Backed by airports, airlines, government authorities and technology providers, the SPT process has the ingredients for more efficient use of terminal space, reduced processing time and better use of our staff in providing customer service.

The 2006 information technology trends survey, carried out jointly by Airline Business, ACI and SITA, illustrates that IT and telecommunications investment at airports continues to rise. It shows investments close to USD3 billion in the airport IT and telecommunications sector for the year with a significant growth over the past two years. The IT investment priorities for 2006 were mostly focused around operational solutions to improve efficiency with 59 percent of respondents ranking this as their highest priority.

## Training

Airports require highly diversified and skilled staff, with jobs ranging from senior financial managers, highly technical engineers, skilled operations and rescue fire staff to vital ground support teams. In such a specialised and safety-critical industry, professional performance excellence through training is vital. ACI has expanded its Global Training Hub ([www.gth.aero](http://www.gth.aero)) which, in 2007, will offer over 50 classroom courses at several training centres around the world and launch internet-based e-learning courses.

In addition to the GTH certificate courses, ACI has joined with ICAO to offer its members the Airport Management Professional Accreditation Programme (AMPAP), the best 'in-career' training programme in the industry open to senior airport managers who want to earn a professional diploma. ACI in conjunction with Concordia University, is also offering the Airport Executive Leadership Programme, specialised in training the top airport decision-makers of the future. The first AELP class was convened in January 2006 and was attended by 21 airport professionals from 12 countries.

The ACI Fund continues to provide airports in developing nations with world class training opportunities, with seminars held this past year in Geneva, Santo Domingo, Marseilles and the Gold Coast Australia. These seminars have, since 1993, provided training for almost 1000 airport staff and are made possible by donations of personnel, facilities and funding from more established airports. It provides proof of the commitment of the global airport community to collectively raise excellence in airport operations.

## Environment

There is growing public concern about aviation's contribution to climate change, with the misguided belief that aviation is a prime culprit. It is up to the industry to correct that perception. Aviation does have an impact on climate change and, while the current contribution at around two percent of global CO<sub>2</sub> emissions is low compared with industries such as road

**Airport Service Quality** is the world's leading airport customer satisfaction benchmarking programme covering over 90 airports worldwide, including some the largest. This survey of passengers covers all aspects of their airport experience, including: flight information, wayfinding, walking distances, restaurants, shopping facilities, bathrooms, helpfulness of staff, waiting time at security, cleanliness of airport, ambience of airport, efficiency of check-in staff and waiting times. Results are analysed and airports are given quarterly reports with which they can measure their service quality standards and plan improvements [www.airportservicequality.aero](http://www.airportservicequality.aero)

transport (18 percent) and the electricity generation sector (35 percent), we cannot be complacent. Although airports don't operate aircraft or manage air traffic, of all the aviation stakeholders, the airport operators are accessible targets for environmental activism and protest.

There is an achievable balance between growth and environmental protection. Airports the world over have invested in initiatives to reduce their environmental footprint. Demonstrating ACI's commitment, the World Governing Board approved the official ACI policy on climate change at its May 2006 meeting.

ACI and member airports continue to play an active role in the ICAO Committee on Aviation Environmental Protection (CAEP) which held its seventh triennial meeting in 2007. ACI's CAEP steering group actively contributes to the three main work groups – WG1 on technical noise issues, WG2 on operations and WG3 on emissions – and on the Forecasting and Economics group. ACI will continue to provide a leadership role to members in the area of environmental responsibility.

### Economics

The year 2006 saw a raft of ownership changes in the airport sector, including privatisation of, among others, Mumbai, New Delhi, a number of South American airports and the possibility in 2007 of a rare privatisation in the United States, of Chicago's Midway Airport. These and other forms of administration and ownership reflect two decades worth of changes in the way airports are managed. Since the privatisation of BAA in the late 1980's, airports have increasingly become corporate entities, with diversification from the traditional aeronautical revenue streams towards retail, property development and other non-aeronautical income. This, and the move towards privatisation, has made airports favoured investments by infrastructure funds and on stock exchanges.

ACI joined with other industry stakeholders in 2006, opposing the proposal from French President Jacques Chirac to levy

a new tax on air transport in order to create a development fund. Singling out air transport, an industry recovering from a five-year slump, to finance aid to developing countries can only be counter-productive for those countries. ACI opposes all government taxation on air transport that may create impediments to the development of international travel and trade.

There is a need for liberalisation of market access for both passenger and cargo services, and for Governments to help create the appropriate investment environment for the vast public and private investment in airport infrastructure that is required to meet the future demand for air travel. ACI confirmed our industry position at the ICAO conference in Dubai in 2006 and called for Governments to create the appropriate investment environment and fast track approvals for new capacity if we are to meet the growth challenge.

### Statistics

In a survey of airports published early 2006, airports predicted that – given the current pace of construction – airport capacity would see a potential one billion passenger shortfall. The *ACI Global Traffic Forecast 2007* looks out even further and predicts passenger numbers more than doubling over 2006 levels by 2025. The prognosis, without significant capacity expansion, is quite grim, with congestion degrading the travel experience. When air travel becomes a burden, the industry misses its chance to fulfil its role as a primary catalyst for economic growth and prosperity.

One of the key functions that ACI fulfils for airport and World Business Partner members is in the area of statistics, with the advance traffic figures released in PaxFlash and FreightFlash bulletins, as well as the definitive monthly and annual reports. Preliminary traffic projections for 2006 indicate:

- Worldwide passenger movements increased five percent to 4.4 billion
- Cargo shipped through airports totalled 85 million tonnes, up 4 percent on the previous year



### JNB Johannesburg, South Africa

Even though one of its two runways is 4400 metres long, nearly all of that length needs to be used for some take off runs, as the airport in Johannesburg is located over 1600 metres above sea level. The airport was renamed in 2006 after Oliver Tambo, former president of the African National Congress. Over 13 million passengers each year travel through the airport, many to experience the magnificent wildlife parks to be found in South Africa. It is the home base of the national carrier, South African Airways and both SAA and the airport operator Airports Company of South Africa are gearing up for a boom in traffic when they host the 2010 soccer world cup. OR Tambo International Airport is the busiest airport in Africa, and it's a member airport of ACI.



- Over 74 million aircraft movements were recorded
- The fastest growth in international traffic occurred in the Middle East region, at 10.6 percent
- Domestic traffic grew fastest in Asia-Pacific, with an increase of 9.5 percent
- International cargo traffic grew fastest in Africa, at 10.9 percent
- Airports have committed a record USD38 billion on airport development projects in 2006.

The 2006 Global Air Transport Outlook Conference in Montreal, which was co-sponsored by ACI and ICAO, provided a forum for representatives of air transport related activities to debate the implications of worldwide growth. Over 200 delegates from 47 countries represented airports, airlines, air navigation service providers, civil aviation authorities, aircraft manufacturers, tourism organisations, financial institutions, economists and regulators.

### Working relationships

The ACI Bureau in Montreal has a strong working relationship with ICAO and will continue to expand cooperation and input in response to its broad agenda. In 2006, ACI renewed and committed to develop further the working relationship it has with ICAO when ACI travelled to Montreal to meet with the Council President and Secretary General. This cooperation has resulted in new initiatives in training and policy and



2006 Global Air Transport Outlook Conference in Montreal.

demonstrated to ICAO that the airport community has a unified voice in defending airport interests.

ACI in partnership with the United Nations Institute for Training and Research (UNITAR) are offering four executive seminars in 2007 with the objective of sharing best practice to strategically position airports as regional and global engines of economic growth.

Other UN agencies are also closely involved in ACI work, with the World Health Organization (WHO) continuing to lead the charge on Avian Influenza planning – including airport measures. The WHO has also been working with ACI and other parties to develop a broader set of guidelines for aviation response to communicable diseases. Partnership continues with the World Customs Organisation in a number of areas, including the Simplifying Passenger Travel programme. ACI also holds consultative status with the UN Economic and Social Council.

ACI and IATA worked cooperatively in 2006 – and will continue to do so – in a number of important areas such as safety, security, IT and facilitation. However, in the area of airport economics, IATA appears to believe that it can further its corporate mission by casting the world's airports as adversaries to the airlines. ACI does not agree, as stated in my speech to the UK Aviation Club in July 2006, "In these demanding times



Former President of the Council of ICAO Dr Assad Kotaite meets Robert J Aaronson in Montreal.

**The ACI Fund for Developing Nations' Airports** designs, develops and conducts professional training seminars for deserving candidates from airports in developing countries. The seminars focus on practical training in the areas of safety, security and crisis management that build long-term staff competencies. Because air transport is an interdependent system that relies on each airport's ability to offer safe, secure and high quality service to their customers. This collective industry commitment enables airports worldwide to 'raise the bar' on excellence. In developing nations, financial resources for training can be quite limited, so the ACI Fund opens the door to career development and helps to bridge this gap in national wealth. In this way the community of airports contributes in a very tangible way to safeguarding and enhancing professional standards at airports worldwide.

airports and airlines need to drop the theatrics, get on with business, and truly be the best of partners, not the worst of adversaries."

Strong partnerships continued with a number of industry organisations in 2006, including SITA, CANSO, IFALPA, work with European Travel Retail Council on the security situation concerning liquids. A concern for a number of airports has been the introduction of new large aircraft in the form of the Airbus 380. ACI has worked closely with IATA, Airbus and other key industry players to set standards for the introduction of this aircraft, which enters commercial service in 2007.

#### **A quick tour of the world tells a compelling story**

Twenty years ago, who would have imagined the spectacular rise of such a thriving air transport industry in the Middle East region – a competitive business model that was backed by airports, airlines, business partners and governments in the region. They had a vision and they made it come true.

India and China face a different kind of challenge. Strong demand exists today, but infrastructure is lagging behind. Airport development, whether greenfield airports or capacity expansion to existing infrastructure, will present exciting challenges to meet. The Chinese government took a bold step in announcing construction of 50 new airports, acknowledging the need to provide adequate infrastructure in order to support a burgeoning domestic market. Another ambitious vision.

Low cost carriers now represent about 20 percent of European traffic and are a growing phenomenon in developing markets such as the Asia-Pacific region and in Latin America. Low cost terminals – at JFK, and in Singapore, Kuala Lumpur, Marseille – show that airports are working to adapt to new markets. Despite opposition by some airlines, it is a justified move to more flexible airport usage.

In Africa, ACI has forecast 4.8 percent growth for the next 15 years. The 7.3 percent increase in traffic results so far in 2006 shows that there is an underlying dynamism and growth potential on this continent that that needs to be set in motion. Our business contributes to sustainable economic development and employment across the continent. Airports Company South Africa, ACSA, has been a success in South Africa and abroad, and has tackled new issues such as public transport access to the airport for employees and travellers – sound for the environment and for human comfort.

In the North American and European markets, airports must address the long term effects of their governments' new security measures. These two mature markets represent 67 percent of traffic worldwide, so congestion, air traffic management and capacity will also be top concerns. We must be vocal in drawing attention to these issues and innovative in our proposals.

The Latin America – Caribbean region is a sleeping giant. Despite the impact of certain air carriers' difficulties, in particular in Brazil, elsewhere growth has been steady. The great geographical distances, the lack of competing rail and road transport, and increasing political stability mean that air transport growth prospects are tremendous. There should be good news to hear at the ACI Worldwide Annual General Assembly in Buenos Aires in 2007.

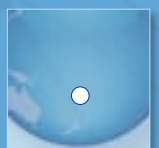
#### **Looking ahead**

Growth in the aviation industry is strong. The exciting developments occurring at airports around the world could not happen without the millions of dedicated staff cooperating and demonstrating their professional excellence. But the industry must not be complacent in this area. Constant training, improvement and dedication to safety and security as well as the environment, efficiency, economic development and customer service underpin the success of airports and must remain at the forefront of everything the industry achieves.



#### **TBU Fua'amotu, Tonga**

The Kingdom of Tonga lies about a third of the way between New Zealand and Hawaii, east of Fiji. It has a population of just over 100 000 and the main island, Tongatapu, is home to the capital Nuku'alofa as well as the country's main international airport. In the Tongan language, the letter 'p' is pronounced closer to the English letter 'b' and prior to a reform of the language in 1943, the island was often spelt Tongatabu. That spelling stuck for a number of years, which is why the IATA code for the airport is TBU. Its one asphalt runway is 2680 metres long and handles aircraft up to 767-size, with scheduled flights from New Zealand, Australia, Fiji and the Cook Islands. The Kingdom consists of 169 islands, although only 36 of them are inhabited. Developed by the New Zealand Public Works Ministry in 1941, the site served as a military air base before being expanded in the 1970's to enable jet operations. Tonga Fua'amotu International Airport is located on the Island of Tongatapu in the middle of the Pacific Ocean, and it's a member of ACI.



As part of the growing global aviation industry, airports operators across Africa face the same challenges as their counterparts worldwide: rising security requirements and customer expectations. At the same time, African airports managers must address regional and local issues that in practical terms, require building e-capabilities for airlines and passengers, meeting new ICAO and State certification requirements, coping with a low traffic levels and in most instances, managing limited or inadequate infrastructure capacity to meet the specific needs of their customers.

ACI Africa adopted a strategic plan in Cape Town in November 2006 that comprises a series of initiatives to be undertaken during the period 2007-2010 to help its members address the regional challenges and promote best practices in all areas related to airports operations and management.

**Stimulate air traffic growth:** Undertaking a range of activities aimed at accompanying the growth strategies of African operators, ACI Africa will work in conjunction with airport operators and airport development companies, conducting seminars on route development and preparing regional and sub-regional promotion campaigns.



**Strategic partnerships:** ACI Africa will pursue strategic partnerships with international and African institutions, individual states, academic institutions and regional air

transport related associations. Targeted strategic partners include the African Union and its agencies, the African Development Bank, Secretariat for Infrastructure development in Africa, NEPAD, COMESA, SADC, and African Airlines Association (AFRAA).

**A stronger voice for African airports:** Increased cooperation with these institutions will provide additional opportunities for ACI Africa to express airport views and positions, increasing awareness on the economic and social importance of airports in Africa and advancing their collective regional interests. The ACI Africa regional office also intends to be heavily involved in the consultation process related to the harmonisation of air transport rules in Africa and the cooperation between African Union and European Union on air transport related matters.

**International standards of excellence:** ACI Africa will be involved in the activities to be carried out on the continent under the leadership of the African Union to speed up the implementation of Yamoussoukro Declaration, harmonise air transport regulations on the continent, improve air safety in Africa and foster greater cooperation with the European Union.

**New programmes and services:** In the short term, the regional office will coordinate the promotion of best practices in the areas of safety and e-business with the aim of raising the overall standards in the region. The regional office will also continue to interact with members to assess their needs and priorities in terms of regional services and programmes, tailoring new initiatives to ensure the development, growth and success of airports in Africa.



George Muhoho  
ACI Africa President

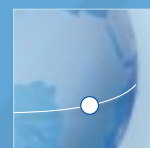


Maamoune Chakira  
ACI Africa Regional Secretary



#### EBB Entebbe, Uganda

The main international airport in Uganda is located in the city of Entebbe around 40 miles from the Ugandan capital of Kampala. The airport handled around 600,000 passengers last year. It is located 00°02 32 N, 32°26 36 E and its terminal building was opened in 1974. The airport has hosted visits by Pope John Paul II in 1993, Presidents Bill Clinton in 1998 and George Bush in 2005. The Wildlife Education Centre and Botanical Gardens are located in the township which, elevated at 3782 feet above sea level, is part of a peninsular bordering Africa's biggest fresh-water-lake, Victoria. Seventeen international airlines have scheduled operations to and from the airport, serving 11 destinations. Entebbe International Airport sits as close as any airport in the world to the equator, and it's a member of ACI.



The year 2006 saw the provisional merger of two ACI regions – Asia and Pacific – into one, with its regional office in Hong Kong. Now the largest ACI region in terms of geographic coverage and number of airports, ACI Asia-Pacific is the regional voice of the most highly populated and fastest growing region in the world, keeping pace with economic development across its many dynamic national markets.

The synergy created with the integration of the Asia and Pacific Regions will enable ACI Asia-Pacific to better serve its members. Airports in the Asia-Pacific Region continue to enjoy strong growth and multi-million dollar infrastructure projects are underway in China, Dubai, Abu Dhabi, Qatar, India, Saudi Arabia, Pakistan and Sri Lanka. Events and seminars promoted networking and sharing of experience and knowledge among members, including The E-airport (airport information technology) Task Force Meeting held in Tokyo in March, the Annual Regional Assembly and Conference held in Hong Kong in May, and the Small Airports Seminar and ACI Fund Seminar on Low Cost Carrier Development in Gold Coast, Australia in November.



Max Moore-Wilton  
President, ACI Asia-Pacific



Maggie Kwok  
Regional Director, ACI Asia-Pacific

**Managing growth:** With India and China's booming economy and the upcoming Olympics 2008, air traffic in terms of passenger and cargo throughput will no doubt grow significantly in the new Region. In the first 11 months of 2006 passenger traffic increased by 6.7 percent and cargo traffic by 6.3 percent. The newly integrated Asia-Pacific Region has prepared a Business Plan and an Action Plan to take up all these challenges and to better serve its members. In order to share best practices, ACI Asia-Pacific will organise seminars and task force meetings in airport operational safety, an area of paramount importance to the aviation industry.

**Employment challenges:** With this strong growth comes the need for trained professionals. ACI Asia-Pacific will be running more training courses, conferences and seminars to share best practices and to provide better services to cater for members' needs. In May 2006 The Civil Aviation Administration of China established "The Civil Aviation Safety Institution of China" to provide safety training to airports and

airlines in the country in an effort to enhance aviation safety and security in the second largest aviation market in the world. The ACI Asia-Pacific Region is expanding its training activities in collaboration with the Global Training Hub at ACI Headquarters in order to cope with this increasing demand for training from members. ACI Asia-Pacific will also use the ACI Fund to develop training programs and seminars for members in developing countries.

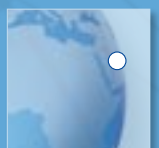
**Innovative business models:** In early 2006, India privatised its two largest international airport hubs: Mumbai and Delhi by awarding contracts to revamp and operate the two airports to two private consortiums separately. The first two major low cost carrier terminals in Asia-Pacific opened in March 2006 in Kuala Lumpur International Airport and Singapore Changi Airport, laying a significant milestone in the development of low cost air travel in the region. Previously, low cost carriers based in Malaysia (Air Asia) and Singapore (Tiger Air) operated from the main terminals at their home base.

**Security:** As in all regions, security remains a top priority. To cope with the increasing demand on security levels, ACI Asia-Pacific will set up a Regional Security Committee to advise the Regional Board on security policies and to coordinate security activities in the region as well as to liaise with ACI World Aviation Security Standing Committee.



#### SHJ Sharjah, United Arab Emirates

This airport's place on the world aviation map began in 1932 when Imperial Airways – the forerunners of British Airways – first constructed an airfield as a stopover en route to India and Australia. At that time, Sharjah ranked as one of its most remote outposts as well as being the first airport in the United Arab Emirates. The airport handles around 3681 aircraft and 255,366 passengers every month. It is also a very popular transshipment point especially for intermodal cargo. In fact, the airport holds the world record for the fastest transit times that cargo can be shipped into the surroundings seaports and flown out of the airport (around six hours). Opened on 1 January 1977, the airport is located opposite Sharjah University and has a 4060 metre runway, one passenger terminal, five cargo terminals, 25 aircraft stands, and eight departure gates. Sharjah International Airport was located as a stopover point for transcontinental flights, but now serves as a destination in its own right, and it's a member of ACI.



ACI Europe is playing a central role in defending airport positions across a range of issues, lobbying on their behalf for sustainable solutions. One of the major challenges facing European airports is the lack of capacity to cope with demand over the next 25 years, despite unprecedented investments by the industry (120 billion euros over the 2000-2015 period). European airports need to get permission to grow in time and in a sustainable way to match traffic growth – and continue to deliver the wide ranging economic and social benefit they provide to Europe, its economy and its citizens.

**The EC “airport package”:** The package includes an assessment of the operation of the existing rules governing the ground handling market, a communication on airport capacity and a proposal for a directive on airport charges. Due to a strong lobby from part of the industry and unions to oppose further liberalisation of ground handling services, the Commission decided not to adopt an amending directive further liberalising ground handling but a simple assessment of the operation of the already existing rule. The forthcoming proposal for a directive on airport charges aims at defining at EU-level the main principles governing airport charges – taking into account the well established ICAO principles. ACI Europe has provided in-depth analysis and studies to the European Commission on this subject, contributing to a balanced proposal which avoids a “one size fits” all approach and reflects the diversity of situations throughout the EU as well as the increasing level of competition between European airports.

**Airport capacity:** The European Commission has announced a strategy to address the capacity crunch based on actions mainly aimed at the better use of existing capacity. Although this initiative is a positive first step at EU level, it fails to recognise the need to create new infrastructure to cope with future demand. ACI Europe will lobby for a more proactive EU policy on airport capacity, in particular through the establishment of an Aviation Capacity Enhancement Plan integrating both air traffic management and airport capacity.

**Security** was the main issue that European air transport had to face in 2006. Following disruption of a liquid explosives plot in August, the Commission swiftly adopted EU rules banning liquids in cabin baggage (with certain exemptions). ACI Europe was highly involved and consulted as an expert

body in the drafting of these complex rules. ACI managed in particular to minimise disruptions for commercial activities at EU airports and led a communications campaign in order to ensure smooth implementation of the rules as well as understanding and acceptance by passengers. ACI is preparing for the entry of EU rules restricting the size of cabin baggage (in May 2007).

**Environment:** The issue of climate change and the adoption by the European Commission of a proposal to include aviation in the EU Emission Trading Scheme for CO<sub>2</sub> initially limited to intra-EU flights (2011), then to be extended for all departing and arrival flights at EU airports (2012) dominated the environmental agenda in 2006 and will continue to do so in 2007. The proposal reflects to a great extent the policy positions taken by ACI Europe.

**Persons of reduced mobility (PRM):** ACI Europe lobbying succeeded in ensuring that new EU legislation on the rights of PRMs travelling by air fell in line with the airport industry’s position. The new regulation makes the airport operator the guarantor for the provision of assistance on the ground for disabled air passengers.

**Small and medium size airports group (SMAG):** ACI Europe set up SMAG in 2006 with the objective of addressing the specific needs and issues of small and medium sized airports. SMAG is being developed as a platform to exchange knowledge, share best practices and discuss issues of common interest in the EU context. It will allow a better representation of such interest by ACI Europe when lobbying with the EU institutions, as well as allowing airports to get better information and access to the EU.



Manfred Scholch  
ACI Europe President



Olivier Jankovec  
ACI Europe Director General



### LYR Svalbard, Norway

Located far north of the Arctic Circle and serving Longyearbyen – the main town on the largest island in the Svalbard group – this airport experiences midnight sun for around 127 days a year, and polar night from October to February. The 2480 metre runway is constructed on the permafrost. With temperatures at the world’s poles expected to increase sharply over the next century due to global warming, scientists and engineers are watching the impact on Svalbard’s runway closely. As well as the runway being resurfaced and the safety areas extended in 2006, a new terminal building will be finalised in 2007. Nearly 2000 people live in the town of Longyearbyen, which was founded by American coal mining company owner John Munroe Longyear. The airport served almost 130,000 passengers last year with a daily service to Tromsø and on to Oslo, as well as charter and private flights. Svalbard Airport is the northernmost scheduled passenger airport in the world, and it’s a member of ACI.



Airport operators in the Latin America - Caribbean (LAC) region face important regional challenges for development, and place emphasis on securing appropriate financing to improve airport infrastructure and services. Airport privatisation is a consolidated trend in the LAC region and requires greater understanding from Governments, without neglecting the on-going work on the global topics of safety, security and facilitation.

**Vision:** The fifth ACI LAC Regional Assembly, Conference and Exhibition held in Santo Domingo, Dominican Republic on 2-5 October, 2006 unanimously approved the Declaration of Santo Domingo which sets forth LAC airport operator perspectives in regards to the most important airport and aviation issues in the LAC region.

**Modernisation:** ACI LAC formulates comprehensive common policies that serve as industry guidelines to help address the day to day realities in airport operations and the air transport industry, including the difficulties that are specific to the region and the diverse views of the member airports. The association promoted and supported the updating of the LACAC resolution approved by the Assembly. It addresses airport privatisation, including new, modern criteria and concepts related to airport operations. This resolution approved by LACAC Assembly will allow the modernisation of LAC States in regards to the airports regulation.

**Defending airport interests:** Working to build healthy strategic relationships within the region, this year ACI LAC represented its members with ICAO (the Global Air Transport Conference), IATA (Wings of Change Conference) and ALTA (Leaders Forum), to promote airports interests and defend the important logistical role played by airports within the aviation service chain. Both the ACI LAC President and Regional Secretary addressed industry forums to speak out on airport capacity limitations, the LAC Airport Regulatory Framework, and privatisations of airports and air navigation service providers in the region.

**Regional harmonisation:** In this vast region that comprises many States and national regulatory bodies, ACI LAC has played a central role in developing common airport objectives

for development and by representing these views to key organisations, including the Latin American Civil Aviation Commission, ICAO Regional Offices (Lima and Mexico) and national Governments. In addition, the association monitors all initiatives proposed by these organisations, keeping the members apprised of those that affect airport operations and the air transport sector in general.

**Training:** By organising an extended schedule of conferences and exhibitions, ACI LAC is successfully promoting the exchange of technical knowledge within the industry. Delivering four successful training seminars in Barbados, Argentina, Honduras and Peru, ACI ensured high quality courses at low cost for airports in the LAC Region.

**Airports working together:** In 2006 ACI LAC extended the opportunities for airports to meet, discuss and work together. Three ACI LAC Regional Board (and Executive Committee) meetings carried forward plans for the annual regional meeting, a training programme, membership issues and procedures, and budget allocation. New regular and associate members from the Dominican Republic, Colombia and Ecuador joined the association. Joint committee meetings were introduced in 2006, with a first group of seven regional Standing Committees meeting in Quito, Ecuador in April and again in October just prior to the ACI LAC Assembly. Regulatory and Political Affairs as well as the Economic and Facilitation Committees drew the greatest attendance and member interest.



Hector Navarrete Muñoz  
ACI Latin America - Caribbean President

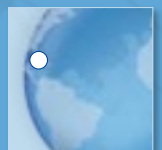


Eduardo Flores  
ACI Latin America -  
Caribbean Regional Secretary



## HAV Havana, Cuba

Located around 18 kilometres from the Cuban capital Havana City, the airport handles around two and a half million passengers each year through its four terminals. The runway is able to accommodate the largest aircraft, as the airport has an elevation of just 64 metres above sea level. Even though direct scheduled flights to the United States are not permitted because of the USA's embargo on Cuba, there continue to be regular 'charter' flights operating to Miami. These complement the nearly 30 airlines that fly to Havana on scheduled or charter basis. The airport is home to a large joint venture engineering base for all types of aircraft. Havana City, with a population of around 2.2 million, is the largest city in the Caribbean. Cuba, famous for its cigars, brandy and salsa music, is reemerging as a popular tourist destination. José Martí International Airport serves Havana City in Cuba, and it's a member of ACI.





Increased passenger demands, new passport requirements, security measures imposed in response to global terrorist threats, and increased environmental and technical regulations were a few of the challenges experienced at North American airports in 2006. In the USA, preparation for 2007 Federal Aviation Administration (FAA) reauthorisation legislation was also a priority.

**Border control:** Increased international travel, staffing levels and wait times at US airports prompted ACI NA's Facilitation Group to urge the US Congress to act on Customs and Border Protection issues, which also led the US Government Accountability Office to review the relationship between Customs staffing levels and user fees levied on air passengers. The group also worked to mitigate negative impacts from new passport requirements on.

**Security measures:** ACI NA worked closely with TSA throughout the year to facilitate airport response to new directives. Following the August terrorist plot in the UK, the Transportation Security Administration (TSA) and the Canadian Air Transport Security Authority mandated new guidelines for passengers carrying liquids and gels. ACI NA's Air Cargo Subcommittee provided substantial input to TSA, airports, and airlines to help implement new air cargo security requirements.

**Partnership on environmental issues:** ACI NA helped develop a guidance document on effluent limitation guidelines for airport deicing operations. With the Airport Consultants Council and FAA, ACI NA organised three regional workshops focused on implementation and practices associated with the National Environmental Policy Act (NEPA). In the area of alternative fuels, ACI NA backed the Commercial Aviation Alternative Fuels Initiative (CAAIFI) aviation alternative fuels workshop held in October. CAAIFI also laid out plans for the future development and introduction into service of supplements or substitutes for the traditional Jet-A.

**Technical issues:** The Operations and Technical Affairs Committee assisted ACI NA member airports in several areas: preparations to welcome the Airbus A380, problems with terminal procedure (TERPS), airport capacity and

Runway Safety Area issues. Committee staff and carrier representatives met with various FAA departments to seek a workable solution that treats all obstructions with negative impacts on airport efficiency equally.

**Ownership:** Under the US International Air Service Program, ACI NA filed comments supporting the US Department of Transportation's (DOT) rulemaking to allow more foreign participation in the commercial aspects of US airlines to promote additional air service opportunities. Staff also participated on behalf of US airports in consultations with China and monitored US aviation relations with Argentina, Colombia, Hong Kong, Japan and other countries of interest to US airports.

**Financing and airport management:** In preparation for 2007 FAA reauthorisation legislation, ACI NA's Center for Policy and Regulatory Affairs focused on policy research and development to support airports' policy initiatives and positions in Washington DC, including reports on: *Reforming the Federal Airport Bonds, Passenger Facility Charge (PFC) Analysis, Airport and Airways Trust Fund Analysis, Air Traffic Modernisation and Airports and Airport Privatisation.*

**Government programmes:** ACI NA worked with other travel industry organisations to advocate that the general traveling public should not be inconvenienced by the TSA's registered traveller programmes and ACI NA worked with TSA to ensure the programme takes better account of airport needs. In the area of financing, US airports realised a long-term industry goal when the governing board of the Airport Cooperative Research Program selected recipients for 24 grants totalling \$7 million in airport research funding from more than 400 projects.



Rick Piccolo  
ACI North America Chairman



Greg Principato  
ACI North America President

## ATL Atlanta, United States of America

Hartsfield-Jackson Atlanta International Airport deals with over 85 million passengers and nearly a million aircraft movements each year. Its terminal has six concourses with 148 domestic and 28 international gates and aircraft can use one of five parallel runways. The site was first developed as an airfield in 1929 and was called Candler Field after the site's former owners, including Coca-Cola magnate Asa Candler. The names Hartsfield and Jackson are tributes to two



mayors of Atlanta. Over 90 percent of its passenger traffic is domestic, with international passengers totaling around seven million. Its owner, The City of Atlanta, has approved a \$5.4 billion, 10-year development programme to ensure that the airport can handle its increasing origin and destination traffic. Hartsfield-Jackson Atlanta International Airport is the busiest in the world, and it's a member of ACI.



# The world of ACI

Airports Council International is the association of the world's airports. It is a non profit organisation, whose prime purpose is to advance the interests of airports and to promote professional excellence in airport management and operations. By fostering cooperation amongst airports, world aviation organisations and business partners, ACI makes a significant contribution to providing the travelling public with an air transport system that is safe, secure, efficient and environmentally responsible.

As the international association of the worlds' commercial service airports, ACI represents the collective positions of its membership, which are established through committees and endorsed by the ACI Governing Board. These views reflect the common interests of the global airports community.

In carrying out this work, ACI organisational goals can be summarised as follows:

- Maximise the contributions of airports to maintaining and developing a safe, secure, environmentally compatible and efficient air transport system.
- Achieve cooperation among all segments of the aviation industry and their stakeholders as well as with governments and international organisations.
- Influence international 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 airport development.
- Maximise 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 organisational capacity and resources to serve all members effectively and efficiently.



## Structure

As of 1 January 2007, ACI counts 573 members operating over 1640 airports in 178 countries and territories. Preliminary figures for 2006 indicate that ACI members traffic volumes rose to 4.4 billion passengers and 85 million tonnes of cargo. ACI regular members represent over 95 per cent of the world's passenger traffic and are "owners or operators, other than airlines, of one or more civil airports with commercial air services". ACI has five geographical regions: Africa, Asia-Pacific, Europe, Latin America - Caribbean and North America. To serve this structure, ACI has its headquarters in Geneva, a liaison office with ICAO in Montreal and regional offices in Brussels, Casablanca, Hong Kong, Merida and Washington DC. To pursue the work with regional governmental and non governmental organisations; they are supported by specialised committees and task forces.

## Governance

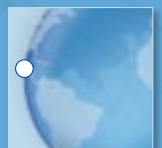
ACI's ultimate authority is the General Assembly where members come together each year. The ACI World Governing Board, which comprises 29 members, meets at least twice every year, and is joined by regional advisors and the World Business Partner programme observer. The Board decides ACI policy and examines any matter not specifically referred to the Assembly. The Executive Committee consisting of eight members supervises the work of ACI between Board meetings. The two bodies are led by the Chairman of ACI.

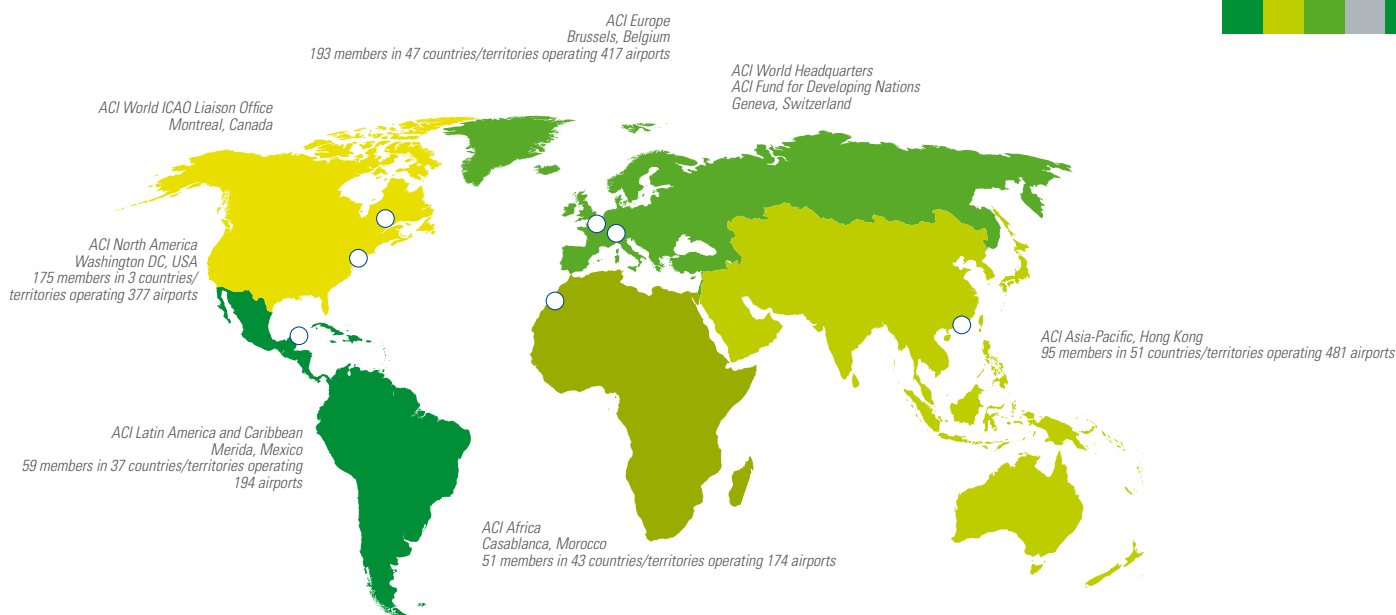
The Director General, ACI's principal staff officer and spokesman, is responsible for implementing World Headquarters policies as well as the administration of ACI. A number of directors and managers, covering the areas of aero political affairs and economics, ICAO liaison and environment,



## ASUR Grupo Aeroportuario del Sureste

Arrive at Cancun International Airport and you will have touched down at one of the nine airports operated by this group in southeast Mexico. From the number one tourist destination in the Caribbean, to Mexico's leading business and cultural heritage sites, the system serves around 14 million passengers per year. The privatised group is 85 percent listed on the stock markets of Mexico City and New York (NYSE), and was the first publicly traded airport group on the American continent. The remaining 15 percent is owned by the strategic partner, formed by Fernando Chico Pardo and Copenhagen Airports. With a strong commitment to supporting the local communities that live in the region it serves, the company has formed a special arrangement supporting local divisions of the Mexican Red Cross. In 2001, the company received acknowledgement from the Mexican Environmental Protection Agency when all airports in the group were certified as "Clean Industries". Grupo Aeroportuario del Sureste is a private operator of nine airports in Mexico, and it's a member of ACI.





communications, facilitation and security, safety and technical and training report to the Director General.

### Committees

ACI has five World Standing Committees, which develop airport policies in their specific areas of competence:

- Economics Standing Committee, covering the economics of the airport industry including: statistics, airport charges, retail and other non-aeronautical revenue, taxes, airport ownership and privatisation, regulation by governments and liberalisation, the development of routes by airlines between airports, competition and service level agreements.
- Environment Standing Committee, covering: aircraft noise management, air and water quality management including toxic and hazardous substances, waste management, aircraft and other emissions, land use and environmental impact assessment, energy conservation, wildlife management.
- Facilitation and Services Standing Committee, covering the facilitation of passengers and their baggage, freight and mail, quality of service, surface access to airports, automated services for passengers and baggage, dangerous goods, measures to combat drug trafficking, slot allocation and schedule coordination and the inter relationship between facilitation and security.
- Security Standing Committee, which covers: security in airport design, passenger and baggage screening, access control, security technology, the impact of security on airport operations, cargo security, contingency planning for natural disasters, measures to combat biological and chemical threats to aviation and audits of airport security programmes.
- Safety and Technical Standing Committee, looking at all aspects of airport planning, design and development, airspace and airport capacity, aviation and airspace technologies, physical characteristics of runways, taxiways and aprons, aircraft/airport compatibility, visual aids for navigation, airport equipment and installations, operational safety and aerodrome emergency planning.

**Airport Wayfinder** is a 3D animated video information guide that uses internet streaming technology to welcome and orient airline passengers to airports and adjoining regional and metropolitan areas. The Airport Wayfinder serves as a valuable resource for travellers to navigate airport environment they are unused to, increase passenger satisfaction and foster business growth. Prior to their trips, travellers are virtually guided through the airport which gives them a sense of control and confidence as well as an understanding of formal entry, departure and security requirements. [www.airportwayfinder.com](http://www.airportwayfinder.com)

### Cooperation with other international organisations

ACI is the “voice of the airports” in interacting with world bodies and advocate for the global airports industry before the media and opinion leaders. International partner organisations include the United Nations International Civil Aviation Organization (ICAO) and other specialised UN organisations such as the World Health Organization and the UN Institute for Training and Research. ACI is one of only a few organisations having observer status with ICAO and it also has consultative status with the United Nations’ Economic and Social Council (UN/ECOSOC).

The association also works closely with the World Customs Organization (WCO), the International Air Transport Association (IATA) and regional airline associations. Contacts are maintained with the International Federation of Air Line Pilots’ Associations (IFALPA), the Civil Air Navigation Services Organisation (CANSO), the International Air Rail Organisation (IARO), the Air Transport Action Group (ATAG) and other worldwide organisations.

ACI is a member of the International Industry Working Group (IIWG), which brings together the three principal segments of the world’s civil aviation industry, namely airports, airlines and manufacturers. This tripartite group (ACI, IATA and ICCAIA) is entrusted with tackling common problems related to the design, development and compatibility of aircraft and airports.

### ACI World Business Partners

The ACI World Business Partners programme was established in 1993 to ensure that airport suppliers had a forum to meet and work with airports, providing expertise to ensure the safe and efficient development of the global airport industry. The nearly 500 World Business Partners have the platform to create awareness within the airport community of new technologies, products and services available to the industry, while developing contacts for conducting business. They receive privileged access to their primary market, statistical

data, preferential rates for participation in ACI conferences and exhibitions, a dedicated website and listing in the ACI Airport Suppliers Directory published annually.

### ACI and the public

ACI constantly bears in mind the interests of all airport customers, as well as those of communities in the vicinity of airports. ACI adopts, presents and promotes positions on these issues which are designed to solve or alleviate existing problems and encourage optimum air travel growth while taking into account environmental and social factors. Current areas of concern include:

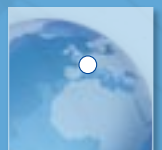
- **Aviation Security.** ACI urges governments to enhance aviation security and ensure the highest levels of safety commensurate with the threat. Its experts participate in the elaboration of ICAO’s security specifications and the establishment of local airport security committees and programs. ACI also collaborates with IATA and other bodies in developing guidelines on airside and landside security and aviation security technology, which it promotes in discussions with governments and in the context of ICAO. ACI believes that States have the final and unequivocal responsibility to fight terrorism and ensure the implementation of ICAO security provisions which is a prerequisite for the integrity of the global aviation security system.
- **Facilitation and Services.** ACI strives to improve service quality at airports and to reduce the government inspection services bottlenecks at many international airports, which cause slow and inefficient processing of passengers, baggage, freight and mail. The situation has been aggravated by the introduction of more stringent requirements to deal with the problems of security and drug trafficking. Governments, airlines and airports should make every effort to reconcile facilitation and security requirements. The growing number of elderly and disabled passengers serves to emphasise the need to facilitate their



© EuroAirport

### BSL / MLH EuroAirport

Passengers that take off from BSL and land in MLH are very rare indeed, as the two codes relate to the same airport. Situated entirely on French territory near the town of Mulhouse, the airport has a Swiss customs sector connected to Basel and residents of the German town of Freiburg also consider this airport to be their local. About 30 percent of local passengers come from France, 40 percent from Switzerland, and 30 percent from Germany. Due to its unique binational status, the facility has two airport codes: BSL for flights under Swiss traffic rights, MLH for flights under French traffic rights. The airport is operated according to an agreement established in 1946 between the governments of Switzerland and France. In a similar arrangement to Geneva Airport, the airport has a French and Swiss sector on the public side with a crossing point on the departure level. EuroAirport Basel-Mulhouse-Freiburg serves populations in the three surrounding countries and has two airport codes, and it’s a member of ACI.



access to, and passage through airports. Surface access to airports and intermodal facilities is another important area for which ACI has developed recommendations.

- **Environmental Protection.** ACI calls for measures by governments to restrict the operation of noisy aircraft in order to protect communities near airports from the effects of aircraft noise, enabling airports to meet increased traffic growth without restrictions. It encourages land use planning around airports in order to avoid the construction of dwellings or other noise sensitive buildings in critical areas. Although aviation's share of total greenhouse gas emissions is still very small, ACI is seeking further significant reductions.
- **Congestion.** ACI seeks ways and means of alleviating airspace and airport congestion, which hinder efficient and attractive air transport. It advocates the enhancement of airport capacity through measures such as: upgrading existing terminal facilities; a safe reduction of minimum separation distances between parallel runways; the reduction of performance gaps between aircraft and ATC systems; and the development of new runways and airports, wherever possible. ACI urges airlines to use large aircraft in order to achieve the highest productivity out of limited runway slots. It also advocates the use of quieter aircraft in order to render increased traffic more acceptable to the communities in the vicinity of airports.
- **Airport Information Technology and Automation.** ACI advocates the increased use of automation in order to simplify and speed up the handling of passengers, baggage, freight and mail at airports. ACI is collaborating with other bodies to progress the Simplifying Passenger Travel concept, to speed up the transit of passengers, based on a 'one stop' control process at check in, which should satisfy the requirements of all authorities for advance data, to enable pre clearance for the great majority of passengers, who should be assessed as low

risk. This involves machine readable travel documents and the use of biometric data to identify the traveler. ACI also supports the use of information technology to clear, handle and track freight, and promotes the development of new procedures for the benefit of shippers.

### Special ACI programmes

Aside from representing the interests of members to government and other interests, ACI has developed a number of special programmes, providing its members with the following services:

- **Global Training Hub** to promote professional excellence and help develop managerial and operational skills and "best practices" throughout the world's airports. [www.gth.aero](http://www.gth.aero)
- **Airport Service Quality**, the world's leading airport customer satisfaction benchmarking programme [www.airportservicequality.aero](http://www.airportservicequality.aero)
- **Air Traffic Forecast Advisory Service**, providing the aviation industry with analysis of the future development of air traffic on a global, local and individual airport level. [www.aci-forecast.aero](http://www.aci-forecast.aero)
- **Airport Wayfinder**, a 3D animated video information guide that uses internet streaming technology to welcome and orient airline passengers to airports and adjoining regional and metropolitan areas. [www.airportwayfinder.com](http://www.airportwayfinder.com)
- **Global Safety Network**, an online platform to be used by the aviation community to share, network and communicate in order to improve aviation safety. [www.aci-safetynetwork.aero](http://www.aci-safetynetwork.aero)
- **ACI Fund for Developing Nations' Airports** designs, develops and conducts professional training seminars for deserving candidates from airports in developing countries and scholarships to the GTH courses

### The history of ACI

Before the establishment of ACI, the world's airports were represented on the international scene by the Airport Associations Coordinating Council (AACC), created in 1970 by three international airport associations: the Airport Operators Council International (AOCI); the International Civil Airports Association (ICAA); and the Western European Airports Association (WEAA). The growing importance of external factors on airport operation created the need for a formal relationship with governments, airlines, manufacturers and other parties concerned. This led to the establishment of AACC, with a view to formulating unified airport industry policies, furthering collaboration between its constituent associations, and representing them collectively with worldwide aviation organisations and other relevant bodies. After WEAA was dissolved in 1985, AACC became a bipartite body. The decision to create ACI, which incorporated AOCI and ICAA and succeeded AACC, was taken in 1989. The Constitution of ACI was approved by AOCI and ICAA memberships in the autumn of 1990 and came into effect on 1 January 1991.

### Events

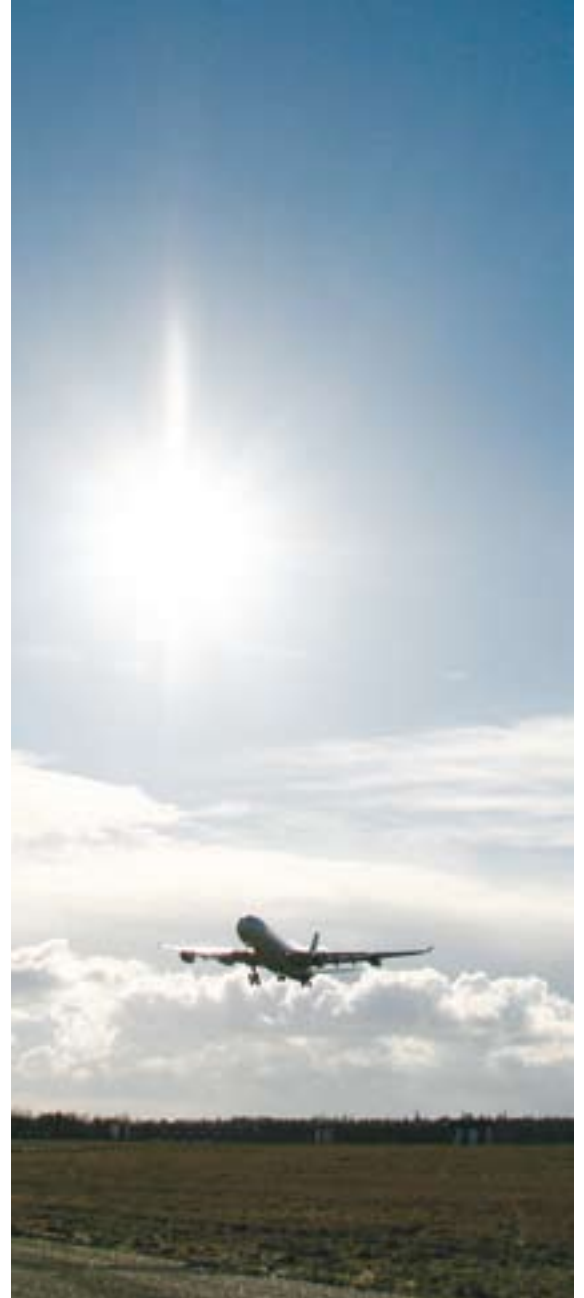
ACI hosts global events from which members can learn from relevant guest presenters and other attendees, network with industry colleagues and do business. Examples of ACI World Headquarters conferences include:

- The World Annual General Assembly takes the form of a conference and exhibition that run alongside the official ACI General Assembly. Drawing attendance of around 500 annually, this conference is held in cities around the world. In 2005, Auckland was the host, Cape Town in 2006, Buenos Aires in 2007, with future events to be held in Boston in 2008, Kuala Lumpur in 2009 and Bermuda in 2010.
- Airport Business is a forum for the worldwide airport retail community and also plays host to the ASQ Awards, recognising airport service quality.
- ACI co-sponsor the bi-annual Aviation and Environment Summit with ATAG.

The ACI regions also host a range of conferences and events tailored to their regional needs.

### Publications

One of ACI's key objectives is to promote better understanding of the international standards and practices that underpin our industry and that enable all of us to work more efficiently in a rapidly evolving environment. That is why ACI produces a wide range of publications that address global airport policies, standards and guidelines, industry statistics, operational surveys, analytical reports, briefs and position papers. Flagship publications include the *ACI Policy Handbook*, *World Annual Traffic Report*, *Global Traffic Forecasts*, *Airport Economics Survey* and the bi-monthly magazine *Airport World*.



**A Traffic Forecasting Service** has been established after ACI teamed up with ASQ providers DKMA to offer one of the few genuinely world-class traffic forecasting services available. ACI's Air Traffic Forecast Advisory benefits from a unique combination of strategic advisory and research services. This service is tailored specifically to each airport and provides the aviation industry with analysis of the future development of air traffic on a global, local and individual airport level. The team has produced a new publication, *ACI Traffic Forecast 2007 – 2025*, which highlights forecast traffic development from the perspective of the airport industry. [www.aci-forecast.aero](http://www.aci-forecast.aero)

# One organisation, five regions



## ACI World Headquarters

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