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GUIDANCE MATERIAL

AIRPORT CONSULTATIVE COMMITTEES

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on Airport Planning for the ICAO CAR and SAM Regions

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1 Generalities

1.1 Project Sheet

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1.2 Revision history

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1.2	18/09/23	IATA, FT, FS	Draft	Final revisions
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* Status caption:

Work draft: Document under preparation by a team member; **Draft:** Document submitted for review and preliminary approval; **Preliminary proposal:** Document authorized by the Project Manager (Secretariat); **Final for publication:** Document authorized by the Sponsor (GREPECAS)

1.3 Approvals

Function	Name/Entity	Date

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3 Abbreviations and Acronyms

ACC	Airport Consultative Committees
ADPLAN	Aerodrome Planning
AGA	Aerodromes and Ground Aids
ANP	Air navigation plan
AOC	Airport Air Operators Committee
CAR	ICAO Central American and Caribbean Region
CRPP	GREPECAS Programs and Projects Review Committee
GANP	Global air navigation plan
GREPECAS	CAR/SAM regional planning and implementation group
ICAO	International Civil Aviation Organization
NACC	ICAO North American, Central American and Caribbean Office
SAM	ICAO South American Region

4 Background

Based on the **Declaration to Promote Connectivity Through The Development And Sustainability Of Air Transport In The Pan-American Region – Vision 2020-2035 (IWAF / 4)**, endorsed by the Pan American States in Fortaleza, Brazil in 2018; the Aviation sustainable development in the Region depends on its operations capacity and efficiency availability, through coordinated actions, aligned with the Global Air Navigation Plan.

Airports are an important link in the process to ensure the necessary capacity and efficiency for aircraft operations to take place. For their part, the CAAs, in their regulatory role of civil aviation, serve as propelling engines to guarantee that the needs of the sector are met by the different actors outside of aviation, but that they can impact and could be impacted, as in the case of the urban planning authorities, tourism, neighboring communities, among others.

In September 2018, a Seminar and Workshop on Airport Planning for the SAM Region (code 18ADPLAN) was held at the ICAO SAM Regional Office premises.

As a result of the event, the group agreed that the SAM Region should adopt a vision to address the airport infrastructure problems that were clearly identified at the event. This agreed vision was:

"To be a Region recognized worldwide for the collaborative planning of its airports, which guarantees timely and balanced capacity to bring the benefits of air transport to the entire population of South America."

That said, in July 2019 the GREPECAS Programs and Projects Review Committee (CRPP/5) meeting ratified Decision CRPP/05/06 that approved a new F2 Project under the GREPECAS AGA Program related to the Airport Planning initiatives implementation for the CAR and SAM Regions.

Referring to the Project approved Business Case, one of the main expected results is that *"States will implement provisions to ensure that selected airports have updated master plans in consultation with interested parties"*.

This guide contemplates a work initially prepared by the GREPECAS Secretariat, with the support of IATA, with the purpose of guiding the States of the CAR and SAM Regions that haven't implemented consultation mechanisms for airport projects, to have a guidance to do so.

This guide is mainly aimed at those capital (infrastructure) and operational investment projects that have an impact on air operations, so it is oriented towards the creation of a committee in its nature made up of those who operate at the airport. However, it is accepted that in some types of projects there is a need to involve other interested parties in the investments of an airport, such as the neighboring community. For these cases, a different analysis is required, which is not the subject of this guide. The reader is recommended to consult ICAO Document 9184 part 2 - Land use and environmental management available on the portal <https://store.icao.int>.

The guide has been based on best practices taken from the transport departments of the United Kingdom (UK), Australia and contributions from industry such as IATA, as well as contributions from specialists on the subject and representatives of GREPECAS Member States.

5 Executive Summary

A large part of the Civil Aviation Authorities, when understanding the importance of consultative processes and collaboration between the actors of the system, requires that the infrastructure master planning produced by the airport operator is carried out in an open and transparent manner, guaranteeing effective consultation with airport users (airlines, air navigation providers, airport users, etc.), urban planning authorities and with their local communities.

Airport Consultative Committees (ACCs) are an acceptable mechanism in several States where airports should interact with stakeholders regarding infrastructure development.

For this reason, the GREPECAS Member States approved under the F2 Project on Airport Planning (CRPP/5 Meeting), 4 work packages, each one related to a product expected by the project, among which is a work on consultative process guides.

Guidance Material	Consultative Processes Guide	Project Regulation	Implementation Support
<ul style="list-style-type: none"> Guidance material for States to align local Master Plans with National and Regional Plans 	<ul style="list-style-type: none"> Guidance material for States to support a collaborative consultative approach to airport planning. 	<ul style="list-style-type: none"> Regional regulation project aligned to annex 14 vol. I including new requirements for aerodrome master planning so that States can harmonize with their local regulations. 	<ul style="list-style-type: none"> Capacity building and knowledge transfer to State and airport experts in the airport planning area

This document presents a proposal for Work Package #2—**Consultative Processes Guide**.

This **Guidance Material** is intended to assist those involved in the establishment, operation, management, and participation in Airport Consultative Committees. While States recognize that each Airport Consultative Committee must work in a way that best suits the local circumstances in which it operates, this document sets out some specific principles and standards that committees can use to ensure they operate effectively, efficiently and constructively, seeking a result that best meets local needs, including those of airports, airlines and the State.

6 Airport Consultative Committee (ACC) Definition

ACCs are structured forums that provide an opportunity for the exchange of information between aerodrome operators, airlines, air navigation providers and other parties directly involved in the operation. They make **recommendations** to aerodrome management and other bodies when appropriate, as well as being a mechanism offering an opportunity to reach a common understanding among interested groups on issues that may impact them, such as aerodrome master planning, infrastructure projects review of traffic forecasts, and evolution of CAPEX and OPEX plans.

As the committee does not have executive powers, its role is more like that of an 'advisor', to offer medium and long-term strategic directions and encourage the airport to act on its recommendations, noting items that need consideration, in addition to being objectively critical of the areas in which the airport could implement international best practices, operational and cost efficiencies.

Also, depending on the national regulatory environment, the ACC can provide the Authority/State with the recommendations and instruments to guarantee compliance with national requirements including due consultation with parties directly interested in the operation of the airport and to guarantee that planning is aligned with the long-term objectives established by the State.

7 ACC objectives

Expected objectives of this ACC consultation include:

- i. allow the aerodrome operator, airlines and air navigation service providers and other venues to exchange information and ideas;
- ii. ensure that a capital investment (CAPEX) proposal at the airport has been fully explored among all stakeholders, the concerns of interested/affected parties have been identified and possible alternatives have been explored, including maintaining the status quo (i.e. scenario 'do nothing');
- iii. enable aerodrome operators, communities in the vicinity of the aerodrome, local authorities, local business representatives, aerodrome users (including airlines and direct service providers) and other interested parties to exchange information and ideas;
- iv. enable aerodrome operators to identify, share, take into account and monitor potential trends, perceptions and challenges that may arise over time with specific interest groups;
- v. minimize unnecessary and costly disputes;
- vi. alignment of interests and objectives with airlines and authorities;
- vii. that all related groups have the same information, reducing asymmetries and improving the quality of decisions.

However, it is important to note that the ACC is not intended to:

- detract from or limit the regulator's responsibility in making and implementing necessary regulatory decisions;
- detract from or limit the responsibility of the aerodrome owner and/or operator to manage the aerodrome;
- prevent interested parties from raising concerns directly with the aerodrome or through other channels.

8 Terms of reference

It is recommended that each ACC establish terms of reference consistent with the role and purpose described above.

It is recommended that the ACC include in its terms of reference provisions about the following principles:

ACC Principles

8.1 Independence

Although it is usually the aerodrome operator who moderates ACC activities, it is important that the process be open and transparent, in which there is openness to receive comments and constructive criticism, facilitating the representation of the entire industry to maintain trust of interested parties.

The committee must be transparent and free to express its points of view on the different aspects discussed. The committee will aim to work towards a consensus vision that represents the interests of users. When consensus is not possible the committee will provide a clear view of the different opinions.

8.2 Representative

The ACC size and membership will depend on local circumstances but should be both manageable and sufficient to achieve its objectives efficiently.

Although personal experience can be helpful, members should represent the strategic views of their broader organization (unless they have been appointed as independent committee members), and the long-term objectives of the industry, consulting with other members of the organization before meetings and providing feedback afterwards.

Ideally, each organization should appoint a senior representative to the ACC, who will coordinate the activities and information needs within their own entities. Thus, it seeks to guarantee full understanding of the scope of the plans discussed. It is important that, to the extent possible, members have the authority to speak on behalf of their organization, as well as coordinate the participation of experts in different subjects, when necessary, in the development of the sessions.

For existing aerodromes, it is advisable to have the assistance of a representative of the operating committee who provides the local perspective, both strategic and operational.

8.3 Include subject matter experts

While members themselves are not expected to be experts on all issues the committee discusses, members should seek to gain a general understanding of the issues involved and should have a deeper understanding of the area they represent. All members should take an interest in the issues being discussed at the meetings and be prepared to seek the advice of others.

It is often helpful if members are allowed to be accompanied by technical advisors or consultants who have experience in the topics discussed and/or other relevant specific knowledge.

Depending on the size of the aerodrome and the issue to be considered, the committee may consider appointing an appropriate consultant with experience in the topics discussed and/or another relevant specific knowledge to act as a specialist advisor to the committee as a whole.

8.4 Transparency

Committees should be as open and transparent as possible about the issues they discuss and the conclusions they reach.

The local community at large and airport users should be aware of the advisory committee's existence and its role in relation to aerodrome operations, as well as how to contact at least the Secretary of the committee.

8.5 Constructive and effective

To the extent possible, the committee should take a constructive role on issues, taking the opportunity to influence issues where appropriate.

8.6 Terms of reference

The terms of reference may include, among other, the following:

- i. plans for future development, phases and investment triggers being taken to implement the airport Master Plan or develop a new plan;
- ii. conceptual, schematic, and detailed designs of the different infrastructure areas (track system, taxiways, passenger terminals, air cargo processes, etc.)
- iii. proposals to increase or change the airport's operation schemes (attention to new modalities, etc.);
- iv. operational and cost impacts of the proposed development and on existing operations (both during construction and future);
- v. potential impacts on rates associated with planned investments;
- vi. noise (including aircraft noise) and environmental issues;
- vii. land transportation and access problems;
- viii. access issues for passengers, including people with disabilities;
- ix. planning, regulatory and policy changes affecting the airport;
- x. improvements or changes to airport facilities;
- xi. airport procedures for effective complaint handling;
- xii. reports from the Civil Aviation Authority on issues affecting the community;
- xiii. the airport's contribution to the local, regional and national economy; and
- xiv. strategies to ensure that the broader community is informed about the issues discussed at the ACC.

9 Committee Organization

It is recommended that ACCs meetings be held once a year if there are no specific projects for discussion, and a minimum of 2 times a year if there is an ongoing capital investment program (CAPEX). However, depending on the speed of the projects and if the committee considers it, the frequency of these meetings could be changed so that they are sufficient to address the issues raised. Additionally, at times of high activity in development programs, sub-working groups dependent on the ACC may be formed to allow for more frequent meetings to discuss specific topics.

The committee should have a **Committee Chair**, who should be elected in an open and transparent manner with the involvement of the committee itself. The President should preferably be a senior representative of the airport or of an airline with local operation. It is important that the Chair promotes a space for openness and discussion, that is impartial and able to command the respect of other committee members, furthermore, should be able to bring together a wide range of viewpoints and articulate coherent conclusions by the Committee.

The Secretariat, whose main functions are to organize and provide resources to support the effective work of the committee, including the provision of means (rooms, digital media, etc.), convocation, preparation of minutes and reports, filing and communications, etc. Based on the experience of some States, the airport operators are expected to take the Secretariat role.

Finally, the members of the committee will take part in the discussions and decision making, as stipulated in the terms of reference.

9.1 Membership

The Secretary of the committee shall ensure that the interested parties are duly represented in the ACC. Usually, each interested party chooses or appoints a representative of the ACC. Members can be appointed indefinitely or for specific terms.

The ACC size and membership will depend on local circumstances but should be manageable and sufficient to achieve its objectives.

ACC membership should include individuals who can provide representative views of:

- **Aerodrome operators:** entity responsible for the administration, operation and management of airport infrastructure.
- **Air operators** Airlines (cargo, passengers, other operators) and their representatives are the main users of airports and an important source of income for airport operators. While airlines are customers of airports, they are also business partners, as the business strategies of both airlines and airports are closely linked and the success of one often depends on the success of the other. The forecasts, type of operation and needs of the airlines should be a fundamental part of the analysis of infrastructure projects.
- **Airport authorities:** the various airport authorities that carry out activities such as border control, customs, migration, phytosanitary controls, police, security entities, among others, should be consulted regarding their specific demands on the design, especially within the terminal.
- **Air navigation service providers:** consider a representation of the ANSP operating at the aerodrome.
- **Civil Aviation Authorities:** in charge of both the regulatory part and the national airport planners (if they are not in the AAC, invite the Secretariat or government department in charge of said planning).
- **Concession managers (if applicable):** In some States the Airport Concession Manager is an entity independent of the AAC.

Also, ACCs can invite other interested parties who, depending on the topics discussed, have contributions to the consultation process:

- **Other airport users depending on the topic to be discussed:** To the extent possible, a wide range of airport users should be invited to participate in the committees, or at least their opinions should be taken into account. This may include, but is not limited to: retailers, aviation schools, freight transport companies, ground handlers, as well as those involved in any general aviation operating from the airport.
- **Local, environmental, urban planning and other authorities:** Local Authority members have an important representation role on behalf of their constituents, particularly when representing communities close to or impacted by airport operations. They should represent the full range of issues relevant to their authority, including planning, economic and environmental interests in ACCs. meeting agendas preparation and distribution;

9.2 Secretariat

The functions assigned to the Secretariat will include:

- communication of the arrangements made for the ACC, including any framework documents, such as procedural arrangements and terms of reference, to members
- preparation, distribution and publication of minutes of ACC meetings;
- preparation and distribution of meeting agendas;
- ensure that ACC members are notified of meetings and have the opportunity to prepare for the meetings;
- support the activities of the President, as necessary.
- coordinate input to assist ACC on policy, technical and other support issues, where agreed;

- maintain complete records of ACC activities; and
- prepare an annual report on the operations and achievements of the ACC and publish this report on the airport's website (or on the ACC's own website, if one exists).

10 References

Some references used for the preparation of this document.

Airport Development Consultation Guidelines (2012). Department of Infrastructure and Transport, Australian Government. Retrieved on November 23, 2022, from https://www.infrastructure.gov.au/sites/default/files/migrated/aviation/airport/planning/files/FINAL_Consultation_Guidelines_2012.pdf

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