



Airport Consultative Committees

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International Air Transport Association

Trade association for the world's airlines, supporting many areas of aviation activity and helping formulate industry policy on critical aviation issues.

Vision: *“To be the force for value creation and innovation driving a safe, secure and profitable air transport industry that sustainably connects and enriches our world”.*

Mission: *To represent, lead, and serve the airline industry*

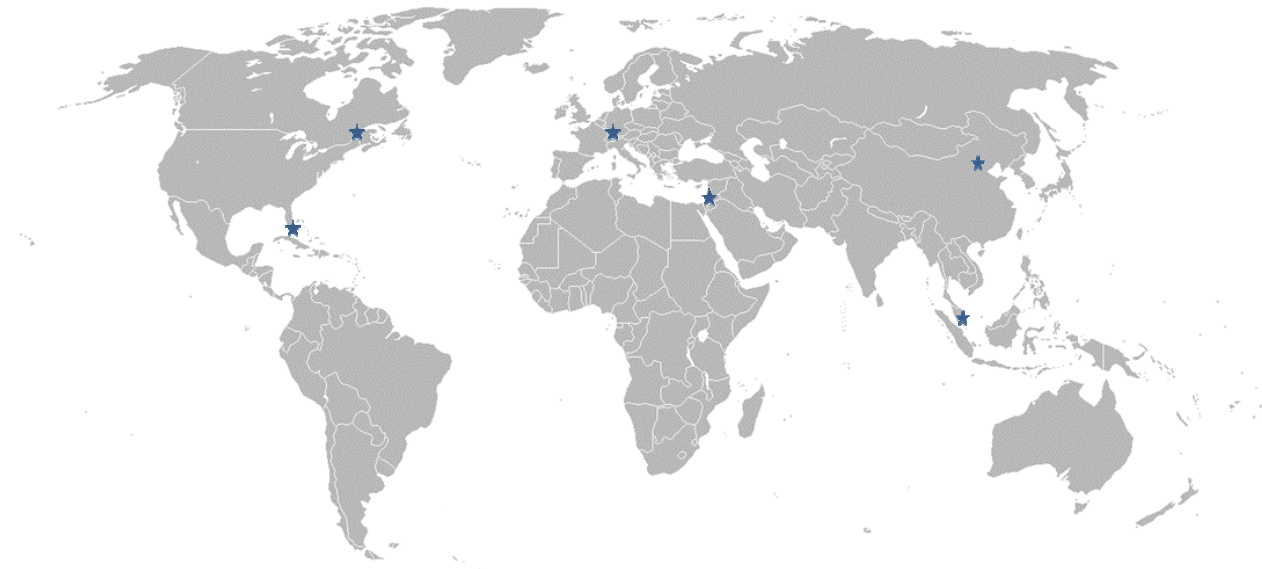
Membership

- 287 airlines in 120 countries
- Flights by IATA members represent 83% of total scheduled air traffic



Global Presence

- IATA has 54 offices in 53 countries
- Head Office: Montreal, Canada; Executive Office: Geneva, Switzerland
- Regional Offices: Amman, Beijing, Madrid, Miami, Singapore



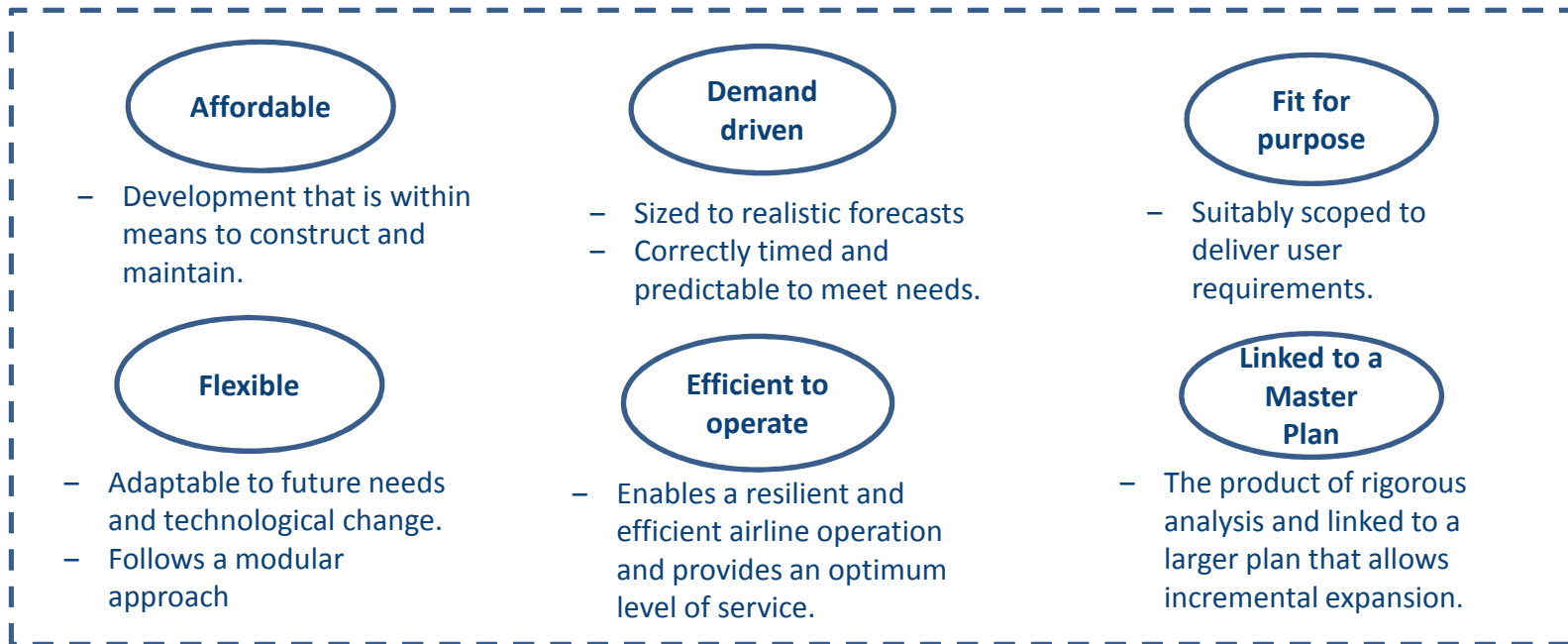


Why is IATA interested in Airport Infrastructure?

- IATA expects 7.8 billion passengers to travel in 2036, a near doubling of the 4 billion expected to fly this year.
- While growth on this scale brings opportunities, it will also put pressure on airport infrastructure that is often already struggling to cope with demand. Many airports are becoming constrained, causing delays, crowding and poor service levels.
- Planning for growth and ensuring adequate infrastructure is in everyone's interest and requires effective cooperation among stakeholders including airports, governments, communities and airlines.



It is important to strive for airport development that is..



➤ via Collaboration and Consultation



ICAO Consultation Framework



ICAO Consultation Framework

➤ ICAO Document 9184 Part 1 – Airport Planning Manual

Section 1. Airport Planning Process

- Introductory Notes and Section 1.3.2 This section outlines the planning process and the important factors which authorities must consider in preparing a master plan. It explains **the importance of consultation and co-operative planning** and the need to develop a systematic approach in determining future airport requirements
- Many other sections refer to the need for consultation



ICAO Consultation Framework

➤ ICAO Document 9082 – ICAO’s Policies on Charges for Airports and Air Navigation Services

Section 21. Consultation Process

- Where there are no provider/users cooperative arrangements in place that are acceptable to all parties concerned, **States are encouraged to ensure that a clearly defined, regular consultation process is established with users** by providers.



Why is consultation important?

- Can you design and build a house without knowing the requirements and future plans of the family that will live there?
- And can the family not know what it will cost or whether it will be affordable to live there?
- And does the neighbouring community not have a right to know what will be occurring in their community?



Why is consultation important?

- Airlines are the primary users of airports and a major source of revenue for airport authorities, but also business partners
 - the success of one often depends on the success of the other.
- Airlines' requirements and comments should therefore logically be taken into account when airport infrastructure projects are being developed, so capital investments and process improvements deliver airline user's needs.
- In most cases airlines fund airport infrastructure developments and pay for operating costs through airport charges
 - airport investments need to be affordable and jointly agreed with the airline community in advance of them being implemented.



Why is consultation important?

- The most useful and mutually beneficial course of action when formulating airport development projects is to establish a joint consultation forum between airport authorities, their consultant teams and the airline community, and other stakeholders initiated as early as possible in the planning and design process.
- An important element of any consultation process is to establish meaningful and effective consultation, through a collaborative approach based on mutual respect and trust between all parties involved, resulting in transparency and detailed information being shared.

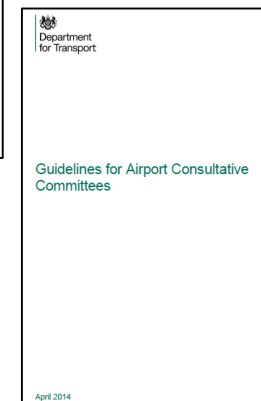
National Consultation Framework

Although, ICAO has set out the context but formal consultation is lacking at most airports in South America.

However, there are examples of national policy or other terms of reference where a consultation framework is in place.

➤ For example:

- Australia Department of Infrastructure and Transport: Airport Development Consultation Guidelines
- UK Department for Transport: Guidelines for Consultative Committees
- Air Transport Association of Canada: Schedule D, Airport Consultative Committee Operating Terms of Reference





National Consultation Framework

Furthermore, there are obligations and opportunities to go well beyond the airport consultation framework, to deal with all stakeholders in the local communities which are impacted by and should also benefit from the airport's expansion.

➤ For example:

- Australia Department of Infrastructure and Regional Development: Community Aviation Consultation Groups (CACG) Guidelines
- UK Airports National Policy: London Heathrow Community Engagement Board



HEATHROW
COMMUNITY
ENGAGEMENT
BOARD
MEETING

18 April 2018





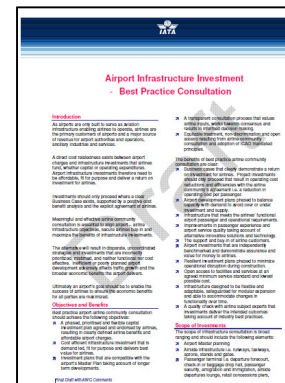
Airport Consultation Framework – IATA Airport Consultative Committee



Airport Consultation Framework

IATA has developed a structure to introduce a collaborative consultation framework where none exists. These are described in two key documents:

- IATA Airport Consultative Committee – Terms of Reference
- IATA Airport Infrastructure Investment – Best Practice Consultation





The objectives of an Airport Consultation Framework

- To assist in maintaining the viability and longevity of the aviation industry in today's cost conscious and environmentally focused society, bringing airlines and airports together, working in collaboration and in partnership
- Building a consensus helps to provide a focal point for consultation between airport authorities, airlines and stakeholders:
 - in the planning of major airport expansion projects or new airports in order to input airline functional requirements
 - for airport master plans and concession agreements
- To have early stakeholder involvement
 - with subject matter experts, not the AOC
 - separate from AOC activity
 - at the start of the design or development process



IATA Airport Consultative Committee Scope

IATA can set up an **Airport Consultative Committee (ACC)** which can cover a wide range of topics including:

- **Airport Master Plan** - includes land use plan, airport layouts and phasing to balance capacity and demand.
- **Aircraft Parking** - Overall parking and stands provision including levels of pier service (contact vs. remote), and support infrastructure (e.g. hydrant fueling, stand entry guidance, FEGP, PCA).
- **Passenger Terminal** – planning and design of new terminals, expansion of existing terminals. Improving existing facilities to increase capacity, efficiency and the passenger experience. May consider Levels of Service (LoS), passenger flows, wayfinding, baggage systems, etc.

IATA Airport Consultative Committee Scope (continued)



- **Airside and Landside Infrastructure and Surface Access Systems**
- **Cargo Terminal Developments**
- **Airport Support Facilities** - maintenance facilities, airline catering, etc.
- **Operational Readiness and Transfer (ORAT)** – the planning and executing of a successful and on-time start of new or redeveloped facilities.
- **Asset Replacement**



Airport Consultation Benefits

- Consolidates airline views and supports informed decision-making through the review of airport development plans, assessment of operational and passenger impacts, and analysis of costs and benefits
- Often sheds light on inefficiencies and generate ideas on how to improve functionality of existing or planned infrastructure
- Ensures that planned infrastructure is flexible, functional and able to adapt to changes in the industry and technology
- Provides a quality check that helps everyone measure development against expectations and global best practices
- Airlines have a greater willingness to support investments
- Can make a project successful, particularly when started early



Practical examples of consultation benefits

Airlines	↗ Runway lengths matched to operational requirements	No payload restrictions
	↗ Adequate provisions for holding bays	Efficient sequencing of departures
	↗ Minimise cul-de-sac taxi lanes	Faster turnarounds
	↗ Adequate stand positions	Increased flexibility and capacity
	↗ Passenger terminal layout that expedites pax flow	Less delays; better pax experience
	↗ Balanced terminal sub-systems with optimum LOS	Removal of bottlenecks
Airports	↗ Modular, expandable and functional facility layouts	Ease of expansion
	↗ Improved design – elimination of unnecessary facilities	Less construction, maintenance, and operating costs
	↗ Meaningful and transparent consultation	Good relations with key stakeholders
	↗ Single point of input for airline operational requirements	More efficient consultation process
Government	↗ Public understanding and support for airport projects	Taxpayer money well spent
	↗ Airport that attracts airlines and drives trade/investment	Increased GDP
	↗ Expanded or new airport will create local jobs	Increased GDP and tax base

Airport Consultation: ACC formation and membership



- Membership on an ACC is open to all airlines serving the airport involved.
 - include airline infrastructure and planning experts
 - an airline representative will be elected as chairman
 - IATA will be responsible for administration and facilitate the meetings
 - Meetings usually take place at the location of the proposed project
- Specific issues can be addressed by calling in experts or forming a working group (i.e. work streams for Check-in, BHS, IT or Transfer processes, etc.)
- A consensus view and recommendations will be developed to help form the basis of a dialogue with the Airport
- As an airport development moves towards becoming operational, the Airline Operators Committee (AOC) assumes and increasingly active role

Airport Consultation example – Mexico City



Airport: New Mexico City Airport
Period: since 2014 and ongoing

Background

- IATA DG invited to attend project announcement with President of Mexico.
- IATA Airport Development team in coordination with IATA Regional office Miami to establish ongoing IATA Airline Consultative Committee (ACC).
- Bi-annual ACC meetings have been in place for 3 years

Actions and Outcomes

- Ongoing dialogue with Master Architects and Planners to advise on project direction
- Coordination with airline community and Aeromexico in particular to ensure AM's expansion strategy is taken into account.
- IATA Fast Travel check-in strategy and layout incorporated
- Overall preferential gate allocation
- Expansion strategy – satellite terminals, etc.
- Improvements to multi-modal ground transportation centre
- Taxiway layout and phasing scheme

Airport Consultation example – Buenos Aires



Airport: Ezeiza International Airport
Period: since 2017 and ongoing

Background

- Minister of Transport initiated a study to review AEP and EZE development and operations.
- This led to an IATA/Airline team which began working with ORSNA and AA2000 on the redevelopment of EZE under the IATA Airline Consultative Committee (ACC) structure.
- Regular workshops to review the redesign of the airport

Actions and Outcomes

- Ongoing dialogue with ORNSA and AA2000 architects and planners to advise on project direction
- Coordination with airline community and local airlines to ensure their expansion strategy is taken into account.
- Revised check in design, security layout and immigration procedures, new gate area and arrivals area incorporated into layout

Airport Consultation example – London Heathrow



Airport: London Heathrow
Period: since 2002 and ongoing

Background

A London Airport Consultative Committee (LACC) is active for all major CAPEX projects at LHR:

- Terminal 5 development
- Terminal 2 redevelopment
- BHS renovations and upgrades (T3 Interface Building)
- Surface Access projects
 - Heathrow Express, POD system

Actions and Outcomes

- Q4, Q5, Q6 (15 years) Capex Plans agreed and monitored through ongoing airline consultation (LACC).
- Negotiation and implementation of airport-wide Service Level Agreement (SLA). Supported and validated with UK Civil Aviation Authority (recognized as global best practice)
- Ongoing consultation and oversight of design and implementation of Heathrow 3rd Runway project and associated 20-year facilities.

Airport Consultation example – South Africa



The ACSA logo, with 'ACSA' in large letters and 'AIRPORTS COMPANY SOUTH AFRICA' below it, accompanied by a stylized figure of a person with wings.	<p>Airport: Johannesburg OR Tambo Airport, Cape Town Airport and Durban Airport Period: Ongoing</p>
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Background
ACSA and the airline industry have ongoing consultation meetings. The purpose is to ensure that the Capital Development Program is aligned with airline needs and that every project benefits for their full support and endorsement.



- Actions and Outcomes**
Recent benefits delivered following the ongoing engagement are:
- Agreed new Master Plan for Durban International
 - Support for the runway realignment of CPT
 - Improved proposal for New JNB Midfield Terminal
 - Agreed principles for the development of a Service Level Agreement
 - Implementation of cost-effective solutions to ensure capacity provision in JNB

Airport Consultation example – Frankfurt



Airport: Frankfurt International Airport
Period: Ongoing

Background

Through ongoing consultation, Frankfurt Airport and its users discuss different aspects of the infrastructure development. The dialogue has focused on cost-efficiency, capacity provision and creating a seamless passenger experience.



Actions and Outcomes

Recent benefits delivered following the ongoing engagement are:

- Support for Terminal 3 development
- Improved baggage connectivity between terminals by the use of a BHS tunnel connecting terminals.
- Agreement on postponing check-in hall concept design to ensure latest available technology is implemented.
- Joint support for deployment of automated border control

Airport Consultation example – Beijing



Airport: Beijing New International Airport
Period: since March 2015 and ongoing

Background

A second hub airport for Beijing is being constructed in Daxing, 50km south of the city center. Phase 1 consisting of 4 runways and a 700,000m² terminal is due to open in September 2019.

IATA and the airlines have met with BNIA 6 times since 2015 under the “ACC” framework, resulting in a partnership that continues to deliver terminal and operational improvements.

Actions and Outcomes

Benefits delivered to date include:

- Terminal design improvements including international transfers area.
- Optimizing the layout of stands and maximizing levels of pier service
- Improving Trans-China Minimum Connection Times through process and infrastructure improvements.
- Operational readiness programme improvements
- Improving design standards through IATA Airport Development Reference Manual (ADRM)

Airport Consultation example – Hong Kong





Airport: Hong Kong International Airport
Period: since over 10 years

Background
Regular ACC meetings held over the last 10 years have resulted in a partnership focusing on joint AAHK - airline community benefits.

2-3 ACC meetings a year between subject matter specialists in coordination with local committees has been a successful model to develop fit-for-purpose infrastructure and capacity.



- Actions and Outcomes**
Consultation and cooperation with the airline community has resulted in significant benefits in HKG:
- Approval of the 3RS project – master plan and environment planning
 - Minimum Connection Times (MCT) improvements
 - Automated baggage system
 - Process improvements taking User elements into account
 - Detailed terminal design reviews

Airport Consultation example – Manchester



Airport: Manchester Airport (MAN)
Period: since 2014 and ongoing

Background

Manchester Airport is investing GBP1bn to transform its terminals, piers, aprons and support facilities to expand its capacity to 50 mppa.

Manchester Airports Group have been working in close cooperation with the airline community for over 3 years, seeking our inputs and approval during the design development process with joint benefits for all parties.

Actions and Outcomes

A Governance structure and monthly capex and SLA meetings resulting in significant benefits:

- Terminal design improvements including passenger experience benefits i.e. reduction in level changes, check-in and bag drop design improvements, GBP30-40m reduction
- Improvements in Pier and apron designs i.e. gateroom designs, multiple aircraft stands.
- Construction phasing reordered to minimize operational disruption.
- Introduction an SLA to improve performance.



Your National Consultation Framework...

- Take a look at the reference documentation from ICAO, the United Kingdom and Australia, as well as the IATA Airport Consultative Committee Terms of Reference

Develop and implement your own national consultation framework

- *Between your airports, airlines and other stakeholders*
 - *Between your airports and local communities*
 - ***Include collaborative consultation into all planning and development programmes, master plans as well as your airport concession agreements***
- IATA would be very pleased to support you in implementing the above



Thank you!

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