

# ACI World AIRPORT DEVELOPMENT NEWS

A service provided by ACI World in cooperation with Momberger Airport Information [www.mombergerairport.info](http://www.mombergerairport.info)  
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## Focus on North America

### U.S.A.

As President Trump has vowed to modernize the country's 'third-world' airports, potentially through a USD 1 trillion infrastructure package, **a new report from the Airports Council International–North America (ACI-NA) has revealed that it will take approximately USD 100 billion over the next five years, or nearly USD 20 billion per year, to make the necessary infrastructure improvements to U.S. airports**, a 32% increase since ACI-NA released its previous numbers in 2015. The annual breakdown of that figure is more than twice the income stream currently coming into airports via user fees, grants, and revenues. Only some projects qualify for the annual USD 3.35 billion in Federal Airport Improvement Program (AIP) grants for eligible airport development projects.

"Local user fees are the most affordable and most responsible method for modernizing our airport infrastructure," said Kevin M. Burke, ACI-NA's President & CEO. "By giving airports the ability to meet their local infrastructure needs without relying on additional Federal funding, airports will be well positioned to maintain their leadership in the global aviation system."

**Advocates of increased airport spending point to the existing Federal cap on how much airlines can charge passengers to assist in paying for improvements.** Currently, the maximum is USD 4.50 per ticket, but that amount has not increased in 15 years. Lawmakers could update the limit when they reauthorize the Federal Aviation Administration later in 2017. **Uncapping the PFC has been billed as one potential solution to help Trump pay for his promised airport upgrades.**

Officials could consider public-private partnerships to lighten the USD 100 billion load. Typically, a P3 agreement in construction occurs between a public agency and a consortium of private companies that will finance, design, build, operate, and maintain a structure or other project. This can provide enormous relief to cash-strapped agencies that are then free to leverage their limited funds across more projects. The payoff for the private sector comes when the P3 collects the tolls or user fees associated with the project or begins receiving some form of agreed-upon payment for a set period of time. For example, the Port Authority of New York & New Jersey recently entered into a P3 with the Skanska–led LaGuardia Gateway Partners consortium. The group arranged financing and designed the project, which is expected to be substantially complete in 2022. LaGuardia Gateway Partners has also entered into a 35-year operation and maintenance agreement with the airport.

According to Dodge Data & Analytics' latest non-residential construction starts report, airport terminal projects boosted overall activity in January thanks to the USD 3.4 billion LaGuardia Airport central terminal construction job in New York, as well as projects in other major metro cities, such as San Francisco (USD 477 million), Seattle-Tacoma (USD 420 million) and Chicago (USD 70 million).

**Marking another milestone in the massive renovation of Los Angeles International Airport, city officials broke ground on a USD 1.6 billion Midfield Satellite Concourse (MSC) North**

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**Project** that will cover 750,000 ft<sup>2</sup> over five levels, with 44,000 ft<sup>2</sup> of dining and shopping options and 66,000 ft<sup>2</sup> of airline lounges. The MSC will have a dozen gates, two of which will accommodate the new-generation Airbus 380 and Boeing's 747-8 Intercontinental. Airport officials say the twelve new gates will help reduce a shortage of aircraft gates and provide space while other terminal upgrades are under way. The project, which is scheduled to be finished in late 2019, will help accommodate growth at LAX and reduce the use of the airport's remote gates, where passengers take buses to the Tom Bradley International Terminal (TBIT). "This is a transformative project," Los Angeles Mayor Eric Garcetti told city officials, local dignitaries and airport contractors who attended the ground-breaking ceremony.

**Phase 1 of the Midfield Satellite Concourse will be built immediately west of the Tom Bradley terminal**, which underwent a USD 2.1 billion remodelling and expansion that was completed in 2015. In addition to the new gates, the five-storey concourse includes a 750,000-ft<sup>2</sup> terminal filled with lounges, retail and dining concessions as well as a state-of-the-art baggage system. The new facility will be connected to TBIT by two 1,000-ft tunnels, one of which will have moving walkways for passengers and the other for utilities. Construction also includes a Baggage Optimization Project (BOP) that will cover an 85,000-ft<sup>2</sup> North Baggage Handling System structure. Shuttle buses will be available to take passengers to other terminals.

**A second phase of construction planned for the future could add up to seven more gates if needed.** Plans for the current project also call for new taxiways and a ramp tower to better direct the movement of aircraft on the ground, particularly behind the TBIT, where visibility is limited. The midfield concourse is part of an on-going USD 14 billion modernization of LAX, which has received low ratings for years in public opinion surveys. -- Last year, LAX handled a record 80.9 million air travellers. Regional planners predict the volume could reach 98.6 million by 2040.

**At Orlando International Airport, Construction work will soon begin on the USD 1.8 billion South Terminal Complex (STC) Phase 1 Terminal C**, as the design phase is now nearly two-thirds complete. The design team of Fentress Architects, HNTB, and Schenkel Shultz recently reached the 60% threshold, with only two design benchmarks remaining. Design elements are being refined following lead architect Curt Fentress' presentation to the Greater Orlando Aviation Authority Board in November 2016. The Board's approval of his initial concepts has moved the project forward. With many customer-friendly innovations, Fentress' overall plan incorporates beauty, efficiency and convenience. The STC design follows a campus vision by focusing on a unifying theme called 'The Boulevard' - a corridor that runs the length of the terminal and connects the major civic areas, including the ticket hall and concessions hub. Arrivals and bag claim will be located on the third level, so passengers will experience the beauty of Central Florida immediately after deplaning. Departures, ticketing and security will be located on the second level and ground transportation on the first level. A state-of-the-art baggage-handling system will make use of radio frequency identification (RFID) technology to offer 100% baggage tracking.

**Modularity will allow for future expansion and the life-cycle cost will be lower.** More concessions will be located beyond security, while lounge opportunities will be available, along with a 'concessions in the park' area. In addition, passengers will be presented with an imaginative multi-media experience, with interactive video displays featured in the ticket hall and concessions hub. "We're looking to create a new gateway for Orlando, one that captures the essence of Central Florida and enhances The Orlando Experience," said Phil Brown, Executive Director of the Greater Orlando Aviation Authority. "The South Terminal is designed to be intuitive, so the passenger is drawn from one element to the next, creating an exciting and memorable arrival into the city of Orlando." -- **The first phase of the South Terminal Complex will feature 16 gates with a flexible configuration** that will be able to accommodate narrowbody, widebody and super-jumbo aircraft. Construction was set to begin in the first 2017 quarter, with projected completion in 2020. The STC will serve both international and domestic flights. With its associated apron/taxiway, the STC will encompass about 300 acres the total building programme will comprise some 2.7 million square feet.

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For more than 30 years, the cornerstone of the Greater Orlando Aviation Authority's (GOAA) development philosophy has been building in phases to meet demand. With passenger traffic continuing to reach record levels, currently at nearly 42 million annually, Orlando International Airport is engaging in multiple construction projects. Key elements of the Aviation Authority's USD 3 billion Capital Improvement Plan (CIP) are in various stages of activity and when ultimately completed, will enhance operational efficiency, accommodate growth, and expand accessibility. The multi-year plan of major capital projects is based on expected annual passengers and is linked to GOAA's strategic goals developed from the Authority's Master Plan process.

**The Port of Seattle, owner and operator of Seattle-Tacoma International Airport, broke ground for the USD 550 million North Satellite Modernization project in February 2017 as part of the airport modernization plan.** The new project will upgrade the 44-year-old satellite facility and expand the terminal, creating more space to accommodate the growing number of passengers at the airport which handled 45.7 million passengers in 2016. Alaska Airlines is the only tenant of the North Satellite and is actively working with Port of Seattle to complete the project. The development is also expected to enhance business opportunities within the terminal by expanding the dining and retail space. The entire project will last for five years, with completion currently scheduled for 2021. It will create more than 5,000 jobs during the construction phase.

**The expansion project's design follows the airport's existing architecture, including the choice of colours, materials, and the roof form to create a new space that blends smoothly with the existing construction.** The roof is inspired by the natural environment of the native rivers and water of Washington State, while its design functionality will bring more natural light into the facility. Interior sections are designed to feature wide concourses made of materials, colours and finishes that reflect the Pacific Northwest environment, and the terminal's open design is set to be complemented by a living wall art piece inspired by nature. The expansion project will focus on improving the operational efficiency of the terminal, while enhancing the travel experience for passengers. It will expand the footprint of the terminal by 201,000 ft<sup>2</sup>, including an extension of the building by 240 ft towards the west. Eight new gates (to be numbered 12-20) will be added, in order to increase the site's aircraft parking capacity. A new upper-level mezzanine will be developed, with open circulation areas and a new dining area that will provide views of the airfield. The terminal's third floor will include a new rooftop lounge for Alaska Airlines passengers, who will be able to enjoy the nearby mountain views. The overall dining and retail space will be doubled to 46,000 ft<sup>2</sup>, creating opportunities for more concessions and passenger seating areas.

New passenger amenities such as power outlets, charging stations, and Wi-Fi services will be provided to enhance customer experience. Baggage-handling systems will be upgraded, along with improvements to access walkways, elevators and stairways. The transit system lobby will be renovated to improve passenger movement. New dynamic and interactive signage is to be installed throughout the terminal. Alaska Airlines is focusing on lounge interior designing with the aim of creating additional work space and a number of other developments, including giving a new look and branding to the ticketing and gate areas, as well as maintenance hangar painting work. Other projects that have been completed as part of the modernization project include refurbishment of satellite baggage systems, and the development of a new exterior walkways at concourse C.

**The expansion and renovation project is being carried out in two phases.** Phase 1 will contain the facility's expansion works, while the second phase will modernize and upgrade the facilities in the existing part of the terminal. The expanded terminal will be opened to the public in the second quarter of 2019, while the second phase is due for completion in 2021. The North Satellite will remain operational during the entire construction period.

**The total estimated investment for the North Satellite Modernization project is USD 550 million, which will be funded through a combination of airline fees, development funds, and passenger facility charge revenues.** Funds from Airport taxes are not currently planned to be used for the development. The terminal's current sole tenant Alaska Airlines has agreed to contribute USD 41

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million towards the development of the new lounge and employee spaces. Design and construction firm Hensel Phelps has been appointed as general contractor and construction manager (GCCM) for the project. The electrical subcontractor is VECA Electric & Technologies, and the mechanical subcontractor is Hermanson Company. Mazzetti has been appointed as the lead HVAC and plumbing engineering consultant for the project. The expansion was designed by global design firm Fentress Architects.

**Dallas/Fort Worth International (DFW) Airport in Texas has opened all terminal gates at the airport, with the completion of the customer-facing renovation work in its Terminal A** as part of its USD 2.7 billion terminal renewal and improvement programme (TRIP), which aims at refurbishing the airport's original terminal buildings. The improved amenities include parking, ticketing, security and concession, while the Terminal A revamp has provided additional space for security, dining and retail, along with offering several technology upgrades. The airport's CEO Sean Donohue said: "At DFW, we're committed to putting our customers first with a personal travel experience, tailoring the ambience and technology to meet their evolving needs. Our team has accomplished what amounts to a remarkable makeover for Terminal A, turning a 43-year old terminal building into a welcoming, memorable space for customers that's more innovative and energy efficient."

**Terminal A now features 26 passenger gates, two baggage claim areas, and three expanded security checkpoints.** "The renovation work we are doing in the TRIP programme helps build the capacity of small businesses in the community and provides meaningful opportunities for the Dallas/Fort Worth area." The terminal now has additional customer kiosks to offer convenient and faster check-in services to the passengers. DFW Airport Infrastructure & Development Executive Vice-President Khaled Naja said: "The Terminal A project involved more than 6,000 jobs in design, engineering, contracting and direct construction work, so we are proud to have contributed to our local economy in that way as well". -- The Terminal A will feature a new parking garage equipped with an electronic parking guidance system that will enable travellers to easily identify the nearest available space.

**Austin-Bergstrom International Airport (ABIA) is expanding its terminal, adding gates and space because the number of terminal gates has not changed since the airport opened in 1999.** Nine gates will be added to the 'Barbara Jordan Terminal' to the 24 already in operation. The expansion, which adds 88,359 ft<sup>2</sup> of space, is to be completed by December 2018. Additionally, 36 acres of space is added on the airfield for aircraft parking and movement. The airport was originally designed to serve only 11 million passengers, but 15 million travellers can be served annually after the expansion. Total cost of expansion project is USD 350 million.

ABIA - one of the fastest-growing airports in the country - is a one-terminal, 300,000-ft<sup>2</sup> airport. The terminal expansion will add almost 70,000 ft<sup>2</sup>, a 23% increase, and will include new waiting space in the gate areas, concessions, restrooms, and more walkways. The expansion will occur at the east end of the airport, near Gates 1, 2 and 3, where the terminal comes to a dead end. The airport already owns the property, and the expansion is part of ABIA's master plan. The expansion process began in 2014 with approval from Austin City Council, starting contract negotiations for construction and design of the new space. Airport projects are funded by grants, bonds and the Aviation Department's fund for capital improvement projects. The capital fund includes airport revenue from parking, concessions, leases, and passenger facility charges (PFC).

## CANADA

**The Greater Toronto Airports Authority (GTAA) has released new images of the multi-modal transit centre it wants to build across from Pearson Airport's two main terminals by 2027.** If built, the centre would connect with a number of transit lines including the Eglinton Crosstown LRT, Mississauga's bus rapid transit plan, and potentially a high-speed rail line to the Kitchener-Waterloo area. It would also become the passenger-processing and security-screening area. There is no price tag yet for the mega-project. Currently, the Union-Pearson Express is the only rail line to the airport, though several transit services offer bus routes. **The transit centre development would make Pearson one of the**

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**world's 'mega-hub airports'** and focuses on not just travellers but the 300,000 people who work in the airport area. The airport is known for its notoriously bad ground transport access. Currently, the GTAA says 93% of those workers drive to their jobs and road travel times are predicted to get between 25% and 35% worse by 2043. A recent study by the Neptis Foundation found that there are a million car trips per day in and out of the Pearson region by employees and travellers.

**Since 1974, air traffic through Toronto's Pearson International Airport has roughly doubled every twenty years.** From the 10.5 million passengers recorded 42 years ago traffic grew to over 41 million passengers in 2016, including 25 million international travellers. Toronto Pearson has grown to become Canada's leading aviation hub over the past three decades. The Greater Toronto Airports Authority, which manages the airport, is committed to furthering Pearson's development, with the goal of creating a global 'mega-hub' by 2035. Pearson is already well on its way to meeting that goal since it attracts more international passengers than any other airport in North America except John F. Kennedy International Airport (JFK) in New York City. The GTAA defines a mega-hub as an airport that processes 50 million passengers a year, including at least 20 million international passengers, and connects to 80% of the global economy. Howard Eng, GTAA's Chief Executive, said the airport has the largest catchment area - defined as the population within a 90-minute flight - of any airport in North America, bigger than even JFK or Los Angeles International (LAX).

On 18 January 2017, **Vancouver International Airport (YVR), Canada's second-busiest airport, unveiled Flight Plan 2037, the roadmap detailing the airport's strategy to becoming a world-class, sustainable hub connecting Asia and the Americas.** Flight Plan 2037 provides YVR's comprehensive blueprint for the future, which includes a Capital Plan, Terminal Plan, Financial Plan, and the YVR 2037 Master Plan. Details of the CAD 7.4 billion plan include expanded terminals, new taxiways, a geoexchange system, and upgraded roads and bridges to Sea Island, which will help YVR support the estimated 35 million passengers expected to travel through YVR annually by 2037.

Craig Richmond, President & CEO, Vancouver Airport Authority, speaking at a Greater Vancouver Board of Trade event, said: "This plan is built to provide for the long-term capacity needs at YVR, while meeting and enhancing our sustainability goals and ensuring we build in an incremental fashion. I am so proud to lead the team that developed and will execute Flight Plan 2037. Our future is being shaped by the on-going dialogue with thousands of British Columbians and our airline partners, who participated in our Phase 1 and 2 Master Plan consultations. Today, I am also inviting you to participate in Phase 3 of the YVR 2037 Master Plan and continue to help build our airport of the future." -- Coinciding with the announcement on 18 January, YVR launched Phase 3 of the YVR 2037 Master Plan, a community and stakeholder consultation process that guides YVR's land use decision-making and facility development for the next 20 years.

**Calgary International Airport's new International Terminal officially opened for operations on 31 October 2016 - moving all U.S. and International flight operations at YYC to the new facility.** The opening marks the completion of the largest single infrastructure programme in the airport's history -- the Airport Development Programme. "In 2014, we opened Canada's longest runway and today we welcome the world to **the most advanced airport terminal in Canada,**" said Garth Atkinson, President & CEO of The Calgary Airport Authority. "Our new International Terminal not only ensures YYC Calgary International Airport remains a major contributor to the economy of western Canada, it also represents a significant new contribution to Canada's transportation infrastructure overall."

**The new 186,000 m<sup>2</sup> terminal added 24 aircraft gates at YYC and incorporates numerous technologies and processes designed to streamline the passenger experience throughout the airport.** These include North America's first call-to-gate passenger boarding system, North America's first full CATSA Plus enhanced passenger screening system, enhanced U.S. and Canadian customs technology, a state of the art Crisbag tote-based baggage system, and the YYC LINK, a custom-designed and Canadian-build passenger shuttle service that transports passengers between the domestic and international facilities.

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Fifteen years of planning, five years of construction, a CAD 2.6 billion investment: The numbers give a sense of the scale of YYC's airport development project, the most ambitious undertaken on Calgary International Airport property since the opening of the existing terminal building in 1977. Between 2000 and 2015, passenger volumes at the airport nearly doubled, growing to almost 15.5 million from just over 8 million. YYC now competes with Montreal's 'Pierre Elliott Trudeau' for the title of the third busiest airport in Canada. In fact, Atkinson said, on a per capita basis, Calgary offers more direct flights to more places than any other city in Canada. The existing airport infrastructure was simply no longer keeping pace, he said.

After several months of consultation, **PortsToronto has approved plans submitted by Nieuport Aviation Infrastructure Partners, owner and operator of Billy Bishop Toronto City Airport's passenger terminal, for upgrades and enhancements to the terminal** that include increasing the terminal's footprint to accommodate growth since 2010, when the terminal was built, and to further enhance its passenger experience. Specific improvements include reconfiguring terminal space to accommodate passenger processing needs in anticipation of a U.S. Customs & Border Protection preclearance facility at the airport. The enhancement project will also add more space in both passenger lounges, allowing for more seating and additional amenities such as retail, food & beverage services. An 11th gate will also be added by Nieuport to increase the terminal's operational flexibility and efficiencies during peak travel periods and weather events. "The improvements that are being proposed are geared at better accommodating the 2.5 million passengers that travel through the airport each year, as well as further enhancing the world-class experience that is currently offered to passengers by adding more seating, retail and food services, and ultimately preclearance into the U.S.," said Geoffrey Wilson, CEO of PortsToronto, owner and operator of Billy Bishop Airport. The project is expected to be completed in 2018.

**Québec City's 'Jean-Lesage International Airport' (YQB) celebrated its 75th anniversary in 2016 and has great things in store, including the on-going YQB 2018 expansion project and the recently announced plans for a U.S. preclearance centre.** "The airport has changed dramatically over the years to become a driver of economic growth in our vibrant, expanding region, as well as a hub for the thousands of passengers we accommodate every year," said Aéroport de Québec Inc. (AQI) President & CEO Gaëtan Gagné. "Our growth can be attributed in part to two important decisions: Making passengers our No. 1 priority and investing in the facilities needed to meet the ever-growing demand for airport services," explained Gagné. The YQB 2018 project, which will allow Québec City Airport to accommodate 2 million passengers by 2020 and continue to grow in the years to follow, broke ground in spring 2015. **YQB 2018 includes some 20 construction projects and implementation of state-of-the-art airport technology.** It will result in a new and improved airport able to meet increasing demand. The establishment of a U.S. preclearance centre at the airport will open up access to hundreds of U.S. airports without customs services onsite. "We are very proud of this achievement, which will change the face of air travel in Québec City and allow YQB to strengthen its role as an economic driver for the greater Québec City area. This project would not have been possible without the community's overwhelming support," noted AQI Board of Directors Chairman André Fortin.

**Aéroports de Montréal (ADM) has announced that its Mirabel airport, which now operates as an industrial and all-cargo facility, is developing the 400,000-m<sup>2</sup> site of the former passenger terminal complex,** on which demolition work is nearing completion. The site continues to gather interest from companies seeking quality land for development, with or without runway access. An initial industrial project is already slated for the site, which will be entirely rehabilitated: construction is well under way on a plant to be operated by Pama Manufacturing, which specializes in customized sterile and non-sterile medical supplies. A second project is expected to be announced in the near future once details are ironed out. In addition, the company Mirajet is currently building an airpark at the foot of the control tower. Some 20 hangars will be available for sale or lease to civil and business aviation clients.

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"We are very optimistic indeed about the future of Montréal–Mirabel," said James C. Cherry, President & CEO, ADM. This is why **Aéroports de Montréal invested some CAD 50 million in 2016 to completely refurbish the main runway, which has reached the end of its useful life.**

Montréal–Mirabel Airport plays a vital role in the aerospace industry in Québec and the rest of Canada. It is home to a growing cluster of world-class aerospace companies, including Bombardier Aerospace, Pratt & Whitney Canada, Stelia Aerospace (formerly Aerolia), L3 Communication Mas, Avianor and Nolinor, complemented by a plethora of specialized services. According to a recent study, some 86% of the 3,700 direct jobs at the airport are linked to the aerospace sector.

## BERMUDA

**The Government, together with its partners, will develop a new airport terminal, designed to be more efficient, enjoyable and safe.** In February 2017, two pieces of significant enabling legislation regarding the Airport Redevelopment Project were signed into law by the Governor. This is the culmination of 2½ years' work, analysis, due diligence, and negotiation. The signing of these Bills brings Bermuda's airport a step closer towards a new, state-of-the-art terminal that will provide a sizeable boost to Bermuda's economy. This new legislation means that the soon- to-be-launched **Bermuda Skyport Corporation - a Bermudian company incorporated by Aecon - will take on the responsibilities of running the existing airport.** The revenue from the airport will be collected by Skyport and will go towards urgent repairs to the existing terminal, construction of the new terminal, operating and maintaining the airport over the length of the contract term, paying back investors and paying airport staff salaries. Skyport will also split profits with the Government of Bermuda as per contractual terms.

**The Aecon Group has announced a commercial and financial close on the 'LF Wade International Airport' redevelopment project, valued at USD 274 million.** Construction of the new terminal will begin shortly and is scheduled to be completed in 40 months. After an information session for the local construction industry members in November 2016, Bermudian companies have been invited to prequalify to bid for contracts on the project. To date, 43 Bermudian companies have submitted qualifications for consideration. Skyport and Aecon will continue reaching out to local industry and educational institutions to ensure that Bermudians have access to employment and training opportunities.

**As the new terminal will be built separate from the existing one, it will be business as usual at 'LF Wade International Airport'.** This also means that, for the duration of construction, travellers will not have to navigate a major construction site on departing or arriving. With the passing of legislation, immediate urgent repairs to the airport will be made, ensuring that visitors for the 35th America's Cup enjoy the best experience possible at the existing terminal. In 2016, the airport had an incredible increase of 17% in leisure air tourism and staff are working to keep this trend going, so it is crucial that this period of changeover goes as smoothly as possible.

The Canadian Commercial Corporation and Aecon, as per the terms and conditions of the agreement with the Government of Bermuda, will deliver the project on time, on budget, and to specification. The agreement provides Skyport with a 30-year lease of LF Wade International Airport, but it is important to remember that the airport and the land upon which it sits will always fully belong to the Government of Bermuda. The agreed period for this lease cannot be extended, which means that in 2047, the running and assets of the airport will revert to the Bermuda Government in its entirety.

**The redevelopment of LF Wade International Airport is being advanced under a development agreement between the Governments of Canada and Bermuda.** The Canadian Commercial Corporation (CCC) is a Crown corporation for the Government of Canada and brings expertise in international contracting for complex purchases and the experience to select highly capable suppliers, such as Aecon Group Inc., a Canadian leader in construction and infrastructure development providing integrated turnkey services to private and public- sector clients through its Concessions division.

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## Other Regions

### INDONESIA

**Transport Minister Budi Karya Sumadi has announced that the Government will offer an Australian company the opportunity to jointly manage Lombok International Airport in West Nusa Tenggara and several other airports.** The offer came after a meeting between Budi and Australian Regional Development, Regional Communications, and Local Government and Territories Minister Fiona Nash on 9 March 2017. "We are offering an airport operator in Australia the chance to jointly operate Lombok Airport," Budi said. Currently, Lombok Airport is managed by state airport operator Angkasa Pura 1 (AP 1), which had expected to eventually transfer management responsibilities to the private sector. The airport has not yet been able to make a profit and as such the minister hopes that the co-operation will increase traffic and spur further airport development. The meeting also highlighted possible co-operation between the two countries in tourism and aviation, especially in remote and border areas. The development of airports in border areas such as Rote Island and emerging tourist destination Labuan Bajo, East Nusa Tenggara, were also discussed during the meeting. -- **Indonesia has invited private companies to take part in developing airports because of limited funds in the state budget.** General Director of Civil Aviation Agus Santoso explained that airports on the rim of Indonesia's territory are still operated by Unit Pelaksana Teknis (UPT), the Transport Ministry's technical implementation unit. "There will be two opportunities. The first is to cover the operational budget and the second is to increase the potential of the area," he explained.

### GREECE

**The European Commission (EC) has concluded that concessions for 14 regional airports in Greece were awarded on market terms and therefore did not involve any state aid.** The concession agreements are part of Greece's commitments in the context of the stability support programme. In 2014 Greece awarded two contracts granting the concession for the upgrade, maintenance, management and operation of in total 14 Greek regional airports, to the German-Cypriot Fraport AG-Slentel Ltd consortium. In exchange, Fraport AG-Slentel Ltd will pay concession fees to the Greek State. Greece had committed to granting a concession for these airports as part of its obligations arising from the stability support programme for Greece. The concession agreements were signed in December 2015 and subsequently ratified by the Greek Parliament. Greece then notified them to the EC in October 2016, seeking confirmation that they do not involve state aid. The EC found that the terms of the concession agreements were in line with market conditions, in particular because they result from a competitive, transparent and non-discriminatory tender. It also found that Greece selected the best offer submitted in this tender. On this basis, the EC concluded that the Greek State awarded the concessions under terms that a private operator would also have accepted.

The first concession agreement encompasses the Cretan, Continental Greece and Ionian Sea regional airports of Aktion Chania, Kavala, Kefallonia, Kerkira, Thessaloniki, and Zakynthos. The second concession agreement encompasses the Aegean regional airports of Kos, Mikonos, Mitilini, Rhodes, Samos, Santorini, and Skiathos.

## Green Airports

**ACI Asia-Pacific has announced the results of the ACI Asia-Pacific Green Airports Recognition 2017.** A total of 16 airports large and small demonstrated their commitment in achieving outstanding accomplishments in environmental projects. The Panel of Judges concluded that recognition will be given to the following airports:

**Airports with 25 million passengers per annum and above:**

Platinum – Kuala Lumpur International Airport

Gold – Indira Gandhi International Airport

Silver – Hong Kong International Airport

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## **Airports with fewer than 25 million passengers per annum:**

Platinum – Darwin International Airport

Gold – Adelaide Airport

Silver – Queen Alia International Airport

Patti Chau, ACI Asia-Pacific Regional Director said: "I wish to congratulate not only the recognised airports, but all the participated airports because their partaking helps exemplify the spirit of this recognition which is to promote best practices sharing among airports. I would also like to thank the judges for their valuable time and support." The Green Airports Recognition was established by ACI Asia-Pacific with the support of ACI Asia-Pacific Regional Environment Committee. The Recognition's objective is to promote environmental best practices to minimise aviation's impact on the environment, and to recognise ACI Asia-Pacific airport members who have outstanding accomplishments in their environmental projects.

## **A new sustainability strategy that aims to make London Heathrow Airport a centre of excellence in the aviation industry has been unveiled by the airport's CEO, John Holland-Kaye.**

'Heathrow 2.0' has ambitious goals to reduce the airport's and the industry's environmental impact while continuing to maximise economic opportunities throughout the country. Heathrow 2.0 was drafted with the help of environmental groups, academics, community leaders, and Heathrow's colleagues, passengers, commercial partners and suppliers. As part of the strategy, the airport has invested GBP 500,000 into its first incubator, which is designed to minimise aviation's impacts including noise and carbon emissions. The plan aims to deliver a sustainable future for the industry, striving to make the new runway carbon-neutral and using only renewable energy airport-wide from 2017. Heathrow 2.0 also outlines initiatives to benefit local communities, such as a Quiet Night Charter aiming to at least halve the number of flights on non-disrupted days leaving after 11:30pm by 2022.

## **Nadi International Airport (NAN) is now the first airport in the South Pacific to receive Airport Carbon Accreditation Level 1 certification from Airport Council International (ACI).**

This accreditation recognises the efforts put in by Airports Fiji Limited to reduce their carbon emissions. The executive chairman of Airports Fiji Limited, Faiz Khan, said that to be recognised amongst some of the biggest airports in the world was a remarkable feat. Khan said that the airport was targeting Level 3 or 3+ certification "in the near future". Khan added that Airports Fiji had also implemented a carbon management policy to help manage their carbon performance. NAN has included more natural lights into its terminal by using energy saving LED lights, sensor-activated lights, and a Building Management System (BMS) to lower its carbon footprint, and Khan said that the airport was also looking at other renewable energy sources such as solar.

**Publisher's note:** The articles in this special report, compiled for **ACI World**, are edited samples from the biweekly **Momberger Airport Information** newsletter, published since 1973. The newsletter is an advertising-free, global airport news service that consists of 8 modules and allows subscribers to customize their own newsletter package. The items in this **ACI World** report represent only a small sample of the main module (Airport Development) of **Momberger Airport Information**. Additional modules that subscribers can select include: Airport Operations (OPS), Ground Support Equipment (GSE), Air Traffic Services (ATC), Consultant & Contractor (CON), Airport Information Technology (AIT) and Maintenance Base (MRO). An extensive Calendar of Events (CAL) is part of every subscription. For more information and to order an annual subscription, please visit [www.mombergerairport.info](http://www.mombergerairport.info)