



DIRECTOR GENERAL'S NOTE

This month, the public watched as UK Climate Camp participants transformed a call for environmental action into a narrowly focused protest against aviation and in particular future runway development at Heathrow. Fortunately, due to good planning and response by BAA and the police, the event did not disrupt the airport's operations, but unfortunately nor did the protestors seem to offer solutions other than telling people not to fly and telling airports not to grow. And that is clearly not a constructive way to move forward.

Nonetheless, this event and its media coverage drive home the fact that our industry must do a better job of communicating the facts and figures. Our positive vision for sustainable aviation is based on our commitment, our successes to date and our investments in future developments. Airports, with their close links to surrounding communities and local governments, can play a central role in getting a positive message across to journalists and the general public.

Many airports have undertaken extensive efforts to limit energy consumption and to work with airline, ATC and aviation business partners to make our system more efficient. The ACI website has a new environment section that we invite you to visit, with several illustrative case studies from Members around the world.

ACI has also participated in the creation of an industry website at www.enviro.aero that tells the facts. I strongly encourage you to add a link on your website so that your passengers and journalists can get the true measure of the commitment and the efforts of airports worldwide.

Robert J. Aaronson

NEWS

Interim ACI Chairman announced

The ACI Chairman, Niels Boserup, resigned from his post in ACI concurrent with his recent retirement as CEO of Copenhagen Airports. Accordingly, following the procedure prescribed in the ACI Constitution, the Governing Board has held an election to replace Mr. Boserup for the remainder of his term - which runs until the General Assembly in Buenos Aires on 6 November 2007. Effective immediately, the ACI Chairman is Dr. Ghanem Al Hajri, from Sharjah, United Arab Emirates (pictured to the right). Dr. Al Hajri has had a long involvement in and commitment to ACI, in recent years having been our Chairman (before Mr. Boserup) for two terms 1999-2003.



Everything you need to know
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SAFETY

Runway Safety Improvement Initiatives

To improve safety at United States airports and reduce the risk of runway incursions and wrong runway departures, more than 40 aviation leaders from airlines, airports, air traffic control and pilot unions, aerospace manufacturers, and the FAA met in August and agreed to quickly implement a five point short-term plan.

Four areas are covered by the short-term plan: cockpit procedures, airport signage and markings, air traffic procedures, and technology.

- Within 60 days, teams of FAA, airport operators, and airlines will begin safety reviews at the airports where wrong runway departures and runway incursions are the greatest concern. The FAA is compiling the list of 20 to 30 airports based on a variety of safety risk factors, including the record of past incursions.
- Within 60 days, disseminate information and training across the entire aviation industry.
- Within 60 days, accelerate the deployment of improved airport signage and markings at the top 75 airports, well ahead of the June 2008 mandated deadline.
- Within 60 days, review cockpit procedures and air traffic control (ATC) clearance procedures. This may include changing cockpit procedures to minimise pilot activities and distractions while an aircraft is moving on the ground and to make ATC instructions more precise.
- Implement a voluntary self-reporting system for all air traffic organisation safety personnel, such as air traffic controllers and technicians.

At the same time ACI is directly involved in a longer-term global initiative – the runway safety initiative (RSI) – headed up by the Flight Safety Foundation. The RSI addresses as a whole the challenge of runway safety, with the involvement of key stakeholders: AAPA, ACI, Airbus, Boeing, CANSO, EASA, Embraer, ERA, Eurocontrol, FAA, IATA, ICAO and IFALPA.

This RSI initiative stemmed from a workshop at the 2006 ACI World Annual Conference in Capetown, with the full support of William R. Voss, president and CEO of the Flight Safety Foundation and ACI Director General Robert J. Aaronson.

The effort focuses on the three areas of runway safety: runway incursions, runway excursions, and runway confusion. The effort is designed to determine the extent and success of current runway safety efforts, explore any gaps that now exist in these efforts, and propose interventions and implementation strategies to reduce or eliminate those gaps. An initial catalog of runway safety products has been developed, and specific data on the various runway safety areas has been obtained.

WORLD ANNUAL GENERAL ASSEMBLY

ICAO Council President, Star Alliance CEO key speakers in Buenos Aires

Global airport and aviation industry leaders will convene at the 17th ACI World Annual General Assembly in Buenos Aires, Argentina, from 4 to 7 November 2007, held in conjunction with the ACI Latin America/ Caribbean Assembly. With over 600 people from 80 countries attending this premier aviation event each year, attendees can look forward to a prestigious speaker line-up featuring key stakeholders who will address the pressing issues of the industry today.

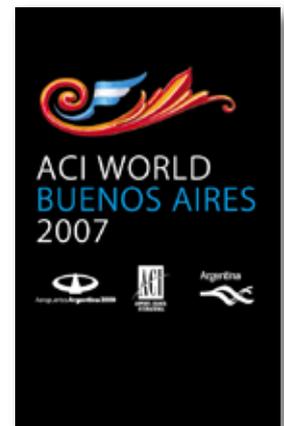
Industry growth and sustainability will be the focus of two keynote speeches by Roberto Kobeh González, President, Council of ICAO and Jaan Albrecht, CEO of Star Alliance. A second timely topic is effectiveness of leadership, which two prominent executives, Joaquín Ayuso, CEO of Grupo Ferrovial and Manuel Azuaga Moreno, President of AENA will share their experience in terms of these two quite different organisations. Gina Marie Lindsey, Executive Director of Los Angeles World Airports, will moderate a live interview with these two business leaders, soliciting audience participation for what promises to be a lively session.

The second day starts off with an outlook on Latin America by Héctor Navarrete, Director Regional Airports for ASUR and President, ACI-LAC and José Huepe Pérez, First Vice President of the Latin American Civil Aviation Commission. They will be looking at the challenges that are restraining the full domestic and international potential of this vast market. Bijan Vasigh, Professor at the Embry Riddle Aeronautical University College of Business, will provide the audience with his analysis of the airport industry, focusing on issues of investment and privatisation, as well as the factors that spell success in the eye of the customers (airlines and passengers), the shareholders and the government.

Managing airports means also managing growth, and Benjamin de Costa, Aviation General Manager for Hartsfield-Jackson Atlanta International Airport will look at the restrictive role of capacity constraints and some innovative ideas for solutions. The conference wrap-up session will host an outstanding panel of top executives who will engage in a discussion on the conference themes of leadership, ownership, capacity and sustainability. Moderated by Gina Marie Lindsey and Martin Moodie, publisher of the Moodie Report, the panel includes:

- Jaan Albrecht, Chief Executive Officer, Star Alliance
- Nancy Graham, Director of the Air Navigation Bureau, ICAO
- Catherine Mayer, VP, Airport Services, SITA and Chair, ACI WBP Board
- Miguel Southwell, Director Business Development, Miami Airport
- Alexander ter Kuile, Secretary General, CANSO
- Enrique Urioste, Chief Executive Officer, Interbaires

These men and women represent the industry's key stakeholders - airports, air navigation services, regulators, airlines, suppliers and retailers – an ideal mix to wrap up the conference and to delve into the industry's future challenges. Our host this year, AA2000, is preparing an extraordinary welcome for us. Join us for a unique opportunity to meet and discuss your chief concerns with your peers in a terrific location. Full programme and registration information can be found on the ACI website www.aciworld.aero



WEBSITE

ACI Website – we need your photos!

The new-look ACI website includes, on the home page, a rotating series of generic airport photographs. If you have a particularly special photograph of your airport, please send it to us and we will try to include it on the ACI home page.

Images should be high-resolution and, if possible, generic in nature.

Of course, we are interested in your feedback on the new website and the content that is offered. If you have suggestions or comments, please let us know:

ngautier@aci.aero



ICAO NEWS

ICAO Triennial Assembly to be held next month

Preparations are now well in hand for the holding of the 36th ICAO Assembly (18-28 September) in Montreal, the triennial forum whereby the 190 member States give direction to ICAO by approving resolutions, policies and the organisation's budget.

Major issues for consideration at the Assembly are expected to be the presentation of the ICAO Global Aviation Safety Plan (GASP) and its attached Resolution. The revised GASP will be used in conjunction with the Global Safety Roadmap developed by the industry for ICAO. The other headliner for the Assembly focuses on Aviation and the Environment and the key task here will be to find a way forward on an emissions trading system. This Assembly will also look to review the ICAO audit programmes on safety and security and will establish a work programme for ICAO for the following triennium. Immediately preceding the Assembly there will be a high level meeting to discuss a comprehensive regional implementation plan for aviation safety in the African Indian Ocean (AFI) Region. The conclusions of this meeting will also be taken on board at the Assembly.

ACI has submitted five Working Papers that reflect all of the foregoing issues and highlight elements of concern to airports which should be taken into account by the Assembly in its deliberations. They are:

- Airports and the Environment
- Airport Regulatory Oversight and Safety Management Systems
- Airports - Vital catalysts for Economic Growth
- Economic Development and Regulation of Airports

A Global Solution to the problems associated with additional security restrictions on the carriage of liquids, aerosols and gels in hand baggage
All submissions will be posted to the ICAO web site: **www.icao.int**. ACI's Chief Observer will be Bob Aaronson, Director General, assisted by ACI staff, and he will head a delegation of ACI regional office and airport representatives.

Aviation Safety, Security and the Environment: The Way Forward

Immediately preceding the assembly, ACI Director Anne McGinley will be speaking at an event co-hosted by ICAO, in cooperation with McGill University's Institute of Air and Space Law: "Aviation Safety, Security and the Environment: The Way Forward." This Conference is supported and promoted by four associates including IATA, ACI, the Civil Air Navigation Services Organisation (CANSO) and the World Bank. Panels will address contemporary, cutting-edge issues in aviation technology, law and policy surrounding security, safety, the environment and sustainable development, and attempt to plot a course forward.

Symposium and Exhibition on ICAO MRTDs, Biometrics and Security Standards

ICAO will host The 3rd Symposium and Exhibition on ICAO MRTDs, Biometrics and Security Standards at ICAO Headquarters, Montreal, Canada, from 1-3 October 2007. Over 500 representatives drawn from ICAO's 190 Member States and from civil aviation industry and organizations will be participating in the Symposium. For more information, please refer to: **www.icao.int/mrtdsymposium/2007/**

TRAINING

First GTH Training Centre in Africa proudly hosted by ACSA



In line with the commitment of the Airports Company South Africa (ACSA) to 'develop and grow' their employees while enhancing their leadership position in the airport industry, ACSA has entered into a partnership agreement with the ACI Global Training Hub (GTH) to host a Training Centre at their facilities in Johannesburg. The ACSA/ACI GTH Training Centre will make available to ACSA and airports in the Africa region, operational and management training, focusing this year on the delivery of such courses as Introduction to the Airport Business, Safety Management Systems and other safety courses.

Signed by Monlha Hlahla, CEO of ACSA (pictured to the left) and the Director General of ACI, Robert J Aaronson, the agreement allows for both parties to accelerate the rate and optimise the quality of training nationally and regionally, leveraging the best available resources and enhancing professional excellence at airports in Africa. For more information on courses available in 2007 and those planned for 2008. For further information, please visit the GTH website: **www.gth.aero** or contact Manoela de Mendonça Lima at ACI World: +41 22 717 8746 or **demendonca@aci.aero**

PUBLICATIONS

Journal of Airport Management

The latest issue of *Journal of Airport Management*, the professional journal on airport management, has just been published. The contents include:

- **Editorial:** Increasing capacity: Challenges and opportunities for US airports - *Thomas E. Zoeller*
- **Comment:** Munich Airport's Terminal 2: A successful airport-airline collaboration - *Michael Kerkloh*
- **Practice papers:** McCarran International Airport: A case study in enhancing passenger processing efficiency - *Samuel Ingalls*; Developing a retail marketing strategy to promote both airport and retailers - *Alan Bork*; Intelligent design for facility asset management - *Don Alarie*; Improving management quality in the global airport industry: A re-orientation towards value *David Feldman*; Strategies to cope with air cargo traffic peaks: The Beaujolais nouveau case - *Benjamin Koch* and *Andreas Kraus*; Ground handling opportunities for airports - *Bobbi Thompson*
- **Research:** Airport provision and air transport dependence in European countries - *George Williams*, *Rodney Fewings* and *Knut Fuglum*; Legal and regulatory developments from Australasia – *James Kimpton*
- **Book review:** 'Delivering excellent service quality in aviation. A practical guide for internal and external service providers' - *Mario Kossmann*

The Journal of Airport Management is available only by subscription. For further details including the special discounted annual subscription rate for ACI members: www.henrystewart.com/airport_management/aci.html, or contact the publisher, Daryn Moody daryn@hspublications.co.uk

SERVICE QUALITY

ASQ Regional forums

The ASQ Regional Forums will be taking place on the dates shown below. These forums facilitate industry-wide communication and dialogue by giving participants the opportunity to meet and discuss passenger satisfaction issues, share best practices and gain a deeper understanding of passenger satisfaction. Additionally, this year, the Forums provide an extra session focusing on how airports can best analyse and use the data generated from the survey. Airports which are considering participating in the ASQ Survey are also welcome to attend.

- ASQ Americas Airport Forum: August 30-31, Denver
- ASQ Europe Airport Forum: September 13-14, Malta
- ASQ Africa, Middle East & Asia: October 4-5, Sydney

For further details on registration: www.airportservicequality.com/forum. Enquiries may also be directed to James Ingram, +41 22 354 07 51, or james.ingram@dkma.com.

TRAINING

Second ICAO/ACI course in Panama puts participants on accreditation track

Participants from nine countries enrolled in the second session of the 'Air Transport System' course, held in Panama August 20 to 24. This course is the first in the six-course ICAO/ACI Airport Management Professional Accreditation Programme (AMPAP), which eventually confers on successful candidates the designation "International Airport Professional". The venue in Panama is in line with the ICAO/ACI philosophy that management training should be accessible, affordable and universally available. The launch of the programme in Montreal in June included eighteen participants from ten countries (see *July World Report*). Thus 32 individuals, supported by their airport companies, have already made the commitment to this three-year programme and its objective of professional excellence – a considerable achievement for a programme launched less than six months ago, in March 2007. The 'Air Transport System' course is the only one of the six required courses which must be taken in classroom format. The course, a pre-requisite for entry into AMPAP, will be held in Geneva September 17 to 21. There are still openings for participants. Registration is available on-line at www.iap.aero or questions can be addressed to ACI AMPAP Team Leader, Paul Behnke, at pbehnke@aci.aero

GLOBAL TRAINING HUB: Upcoming courses

Month	Dates	# days	Topic	Location	Language
September	10-12	3	Bird Hazard Management	Port of Spain	English
September	10-12	3	Introduction to the Airport Business	Incheon	English
September	11-12	2	EU Regulations for Airports	Prague	English
September	13-15	3	Airport Security: Being Prepared	Frankfurt	English
September	17-19	3	Developing & Maintaining a Customer Service Culture	Geneva	English
September	20-21	2	Measuring & Benchmarking Customer Service	Geneva	French
September	20-21	2	Measuring & Benchmarking Customer service	Geneva	English
September	26-27	2	Air Traffic Forecasting	Montreal	English
September	26-28	3	Introduction to the Airport Business	Johannesburg	English

To register please visit www.gth.aero or contact Manoela: +41 22 717 8746

المنشأة العامة للطيران المدني

Announcement

The State Enterprise for Civil Aviation (Aformation of the Ministry of Transport) declares willingness to construct an International Civil Airport serves three provinces(Najaf-Kerbala&Babel),accordingly,invites Consulting Firms competent in design and construction of International Airports to provide (company profile) detailing financial status and technical competency in Airport design & construction in addition to alist of similar projects implemented so far, enclosed by illustrative brochures& catalogues.

A direct invitation will be extended to the Firm chosen by the committee dealing with the subject.

Company relevant literature should be sent by an electric e-mail to asaadawi@gov-iq.net in 21 days of this announcement.

For further information please contact the same address.

تعلم المنشأة العامة للطيران المدني، احد تشكيلات وزارة النقل عن رغبتها في انشاء مطار مدني دولي يخدم المحافظات الثلاث (النجف - كربلاء - بابل) وتوجه دعوتها الى الشركات الاستشارية المتخصصة في مجال اعداد التصاميم والمخططات وانشاء المطارات الدولية لغرض تقديم (معلومات وافية) عن كل شركة استشارية مع بيان امكاناتها الفنية والمادية في اعداد التصاميم وانشاء المطارات، بالاضافة الى بيان الاعمال المماثلة التي قامت بها على ان يوثق ذلك بصور وكاتلوكات وغيرها.

وسيتم توجيه دعوة مباشرة للشركات التي يقع عليها الاختيار من قبل اللجنة المكلفة بدراسة المعلومات التي سوف تقدم عن الشركات الاستشارية، على ان ترسل جميع الوثائق اللازمة خلال مدة اقصاها 21 يوماً من تاريخ نشر هذا الاعلان على البريد الالكتروني asaadawi@gov-iq.net ولمزيد من المعلومات الاتصال بنفس العنوان البريدي اعلاه.

