



ICAO

International Civil Aviation Organization  
North American, Central American and Caribbean Office

WORKING PAPER

NACC/DCA/08 — WP/23  
13/07/18

**Eighth Meeting of the North American, Central American and Caribbean Directors of Civil Aviation  
(NACC/DCA/08)**

Ottawa, Canada, 31 July to 2 August 2018

- Agenda Item 6: Implementación regional NAM/CAR de asuntos de seguridad operacional, navegación aérea y seguridad de la aviación/facilitación**  
**6.3 Implementación de asuntos de navegación aérea**

**NACC/DCA COLLABORATIVE FRAMEWORK OF STAKEHOLDER ENGAGEMENT FOR ALL INFRASTRUCTURE DEVELOPMENT PROJECTS**

(Presented by IATA)

| <b>EXECUTIVE SUMMARY</b>   |  |
|--|--|
| This paper outlines the need for states to establish a collaborative framework of stakeholder engagement for all airport infrastructure development projects |  |
| <i>Strategic Objectives:</i>   | <ul style="list-style-type: none"><li>• Safety</li><li>• Air Navigation Capacity and Efficiency</li></ul>  |
| <i>References:</i>   | ICAO Doc. 9184, Airport Planning Manual – Part 1 Master Planning 2nd Edition 1987<br>ICAO Annex 14, Vol. 1, Aerodrome Design and Operations<br>ICAO's Policies for setting Airport and Air Navigation charges (Doc. 9082) <ul style="list-style-type: none"><li>• ICAO Annex 17 Security</li></ul> |

**1. INTRODUCTION**

1.1 Air travel demand continues to grow rapidly, driven by rising incomes and improving economic conditions. The International Air Transport Association (IATA) expects 7.2 billion passengers to travel in 2035, a near doubling of the 3.8 billion air travellers in 2016. While growth on this scale will bring economic opportunities, it will also pose challenges - chief of which is the added pressure on airport infrastructure that, in many cases, is already struggling to cope with demand. Many airports in NACC are capacity-challenged, causing delays, crowding and poor service levels.

1.2 In order to fully realize the economic and social benefits of growth, aviation must be supported with adequate infrastructure. Runways, terminals, security and baggage systems, and other essential facilities need to accommodate the expected increase in passenger numbers and freight volumes. Ensuring adequate infrastructure requires effective cooperation amongst many stakeholders including airports, governments, and airlines. This relationship is important to delivering a seamless high-quality experience to passengers and cargo operators.

1.3 Where infrastructure is inadequate, it is critical to understand the needs of users to help identify the best possible solutions. Though the industry urgently needs capacity, building without regard to user requirements can be as detrimental as not building at all. Airport infrastructure development plans must be carefully considered and should result in facilities that are adequately scoped, affordable to build, and efficient to operate.

1.4 Civil Aviation Authorities play an important role in ensuring that a collaborative framework of engagement exists for all airport infrastructure development projects.

## **2 THE STRATEGY**

2.1 IATA has a key interest in ensuring adequate aviation infrastructure is available by promoting consultation amongst airlines, airports and other stakeholders. Airlines seek to have IATA's planning expertise and the global perspective to ensure that airport infrastructure projects gain early airline involvement and produce facilities that are demand-led, fit-for-purpose and cost effective to develop and operate. The team engages with airlines, airports, regulators, design and engineering consultants and others through a range of activities. These include: providing industry standards through the publication of the Airport Development Reference Manual (ADRM), conducting peer reviews on airport master plans and specific projects, and sharing guidance on such best practices as establishing clearly defined service level agreements.

2.2 IATA supports the facilitation of consultation meetings between airlines and airports. These mutually beneficial meetings provide a setting for sharing ideas and are initiated as early as possible in the project design and planning process. The meetings are organized in accordance with local regulations and practices; however where a framework for such a forum does not exist, IATA can set one up under its own auspices as an Airport Consultative Committee (ACC). Whatever format is used, the purpose is to create an opportunity for dialogue that consolidates airline views and supports informed decision-making through the review of airport development plans, assessment of operational and passenger impacts, and the analysis of costs and benefits. This not only provides a mark of quality and results in a better project outcome but also enables all parties to measure the development against expectations and global best practice. Aligning airport and airlines strategy and investment benefits airports and airlines by driving traffic growth through the efficient use of available capacity and operational efficiencies.

2.3 It is also important to note that in most cases, airlines effectively fund airport infrastructure developments and pay for operating costs through airport charges; it is therefore important that airport investments be affordable and that capital investment is directed where it is needed most. Put simply, airlines are pro-investment where a positive business case and return on investment exists for airline users. Building extra capacity is not always the answer. In many instances the consultative process sheds light on inefficiencies and generates ideas on how existing capacity can be better utilized.

2.4 An honest exchange of views between airlines and airports and their stakeholders is vital for the successful and cost-effective development of airport infrastructure that will be required to meet the challenges of the rapid growth in air transport.

2.5 Therefore, it is vital that Civil Aviation Authorities establish a collaborative framework of stakeholder engagement and consultation for all airport infrastructure development projects. This approach would then parallel ICAO's Policies for setting Airport and Air Navigation charges (Doc. 9082) to deal with airport infrastructure development.

### **3 Action**

3.1 The **NACC/DCA** is invited to:

- a) note the information of this paper; and
- b) support in ensuring that all states establish a consultation framework with stakeholders for any airport infrastructure development projects, small and large.