



ICAO

International Civil Aviation Organization (ICAO)  
South American Regional Office (SAM)  
**ICAO Airport Planning Seminar / Workshop for the SAM Region**  
Lima, Peru 10-14 September, 2018

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## OUTCOMES FROM THE ICAO AIRPORT PLANNING SEMINAR/WORKSHOP FOR THE SAM REGION (18ADPLAN)

(Presented by the Secretariat)

### SUMMARY

This paper lists the outcomes from the ICAO Airport Planning Seminar and Workshop for the SAM Region (code 18ADPLAN) held at ICAO's SAM Regional Office at Lima, Peru, on September 10-14, 2018

*ICAO strategic objectives*

*B - Air Navigation capacity and efficiency*

## 1 Background

1.1 World's aviation traffic is expected to double in the next 15 years. Also, in 2017 30% of emerging countries population took a flight. According to ICAO statistics, the growth in the SAM region exceeds the World's average, which poses a huge challenge that will exert significant pressure on current infrastructure.

1.2 In the SAM Region many users and industry experts indicate that there is a lack of airport infrastructure at many important hubs that has led to increased costs, saturation, delays, inefficiencies, and loss of opportunity due to the lack of space to operate, thus acting against the common long-term national and regional interest of realizing the benefits of growing air connectivity.

1.3 Although States should be leading the national airport planning efforts to ensure alignment between the national local, airport needs, at some States there is still a gap in oversight as there is no unit in charge of national airport planning within the State.

1.4 This airport planning seminar served as a kick-off event for a series of activities that will facilitate accomplishing the Region's vision, which is:

*"To be a Region recognized worldwide for the collaborative planning of its airports, which ensures the timely and balanced capacity to bring the benefits of air transport to all the people of South America"*

## 2 Attendance

2.1 The Seminar and Workshop was attended by 67 participants from 12 States, 10 aerodrome operators and counted with the participation of speakers from ICAO Headquarters, Rapporteurs of the ICAO Airport Master Planning Task Force, ICAO SAM Regional Office, UK CAA International, as well as international experts from USA and Spain, Boeing, Airbus, IATA, ACI-LAC,

Aeropuertos Argentina 2000, Landrum & Brown, ARUP, LeighFisher-JACOBS, DFS German Air Navigation Services (CANSO), the Federal Aviation Administration (FAA US), AEROCIVIL Colombia, the Brazilian Civil Aviation Secretariat and Lima Airport Partners.

### 3 **Agenda**

3.1 The agenda was designed to take the delegates through three steps:

- a. Learning best practices (State of the Art) of Airport Planning, by showing the developments and ICAO work on airport planning, best practices and study cases.
- b. The Regional setting, challenges and opportunities, by showing regional examples of planning projects.
- c. Closing the gap (between best practices & regional reality), which consisted of a workshop to create an action plan to identify those activities with the highest impact and less complexity.

3.2 The work programme and the presentations delivered during the Seminar are available at the ICAO SAM Regional Office website:

<https://www.icao.int/SAM/Pages/MeetingsDocumentation.aspx?m=2018-ADPLAN>

### 4 **Objectives**

4.1 The Seminar/Workshop objectives were:

- a. Obtain from the participants' inputs, strengths, weaknesses, opportunities and threats (S.W.O.T analysis) in order to carry out an action plan and a roadmap for the development of a potential airport planning project for the SAM Region, under the GREPECAS AGA Programme.
- b. Present the current work and upcoming amendments to ICAO SARP's related to Airport Master Planning.
- c. Present the new developments of aircraft design by the two main aircraft manufacturers worldwide, in order to assess the impact to airport planning.
- d. Present study cases and best practices related to airport planning at a national (State) and local (airport) level.
- e. Introduce the importance of a collaborative approach to airport planning, through the establishment of mechanisms such as Airport Consultative Committees.
- f. The perspective of airport planning from international organizations such as ACI, CANSO, IATA.
- g. Promote harmonization and scalability of the concept in the SAM Region.
- h. Avoid non-harmonized implementations.
- i. Industry to have the opportunity to show some of the tools that support airport planning.

## 5 Outcomes

5.1 The activity had a workshop in which all participants engaged in several exercises in order to come up with regional initiatives that support on a collaborative way the airport planning challenges in several States in the Region.

5.2 Based on the discussions, the following information was consolidated by the facilitators:

5.2.1 What are the most important lessons learned received during the week?

In summary, the group concluded that these were the main lessons were:

- a. Collaboration.
- b. Sustainability.
- c. The need to put the technical over political.
- d. State policies.

5.2.2 What are the most important challenges you have to face as a region in terms of planning?

Consolidation of the challenges (inputs from each team):

- a. Master Planning development planning.
- b. Regional coordination.
- c. Integration / impact of other means of transportation.
- d. Address high demand growth.
- e. Training for adoption of new technology.
- f. Achieve aerodrome certification.
- g. Generate a regional policy that provides guidance to national policies.
- h. Include the operators (stakeholders) in the planning process.
- i. That the master plan is a dynamic guidance document.
- j. Develop a regional air transport plan, aligned with national plans national.
- k. That each State create a legal framework that supports the development of Master Plans.
- l. Concessions: clarity in the regulation (following ICAO guides) and national regulations.
- m. Implement a regulatory framework regarding airport planning.
- n. Communication methodology.
- o. Sources for investment.
- p. Planning awareness to the States.
- q. Consultation process to reach the highest possible/desired consensus.
- r. Search for operational efficiency, maximizing existing capacity to through an accurate diagnosis.
- s. Identify initiative leader.
- t. Start planning.
- u. Different regulations among States.

5.2.3 Based on the identified challenges, each group was asked to carry out an Action Plan:

Consolidated action plans. \*Note: input from the groups are meant to be analyzed in order to prioritize and come up with a defined roadmap:

<b>First Group:</b>
<p>Create a Working group: objectives, database (we need).</p> <p>Set indicators to make decisions: who have data, data collection.</p> <p>To plan:</p> <ul style="list-style-type: none"> <li>- Work group</li> <li>- Setting goals</li> <li>- For what?</li> <li>- What indicators do we need?</li> <li>- What data do we need?</li> <li>- Who has them</li> <li>- Who collects / collaborates</li> <li>- How are they distributed</li> </ul> <p>Execution: Results</p> <ul style="list-style-type: none"> <li>- Executing agency</li> <li>- Implementation</li> <li>- Define procedure</li> </ul>
Executor phase planning: ICAO Regional Office

<b>Second Group:</b>
<p>2020: ICAO Standards</p> <p>2021: Regulations according to the different states</p> <p>2022: Find a regional policy</p> <p>2023: States find a legal reference framework</p> <p>2024: Implementation</p> <p>2025: Align the consensual agreements</p>

<b>Third Group:</b>
<ol style="list-style-type: none"> <li>1. Identify the actors involved in the coordination of objectives. <ol style="list-style-type: none"> <li>a. Resources: Qualified staff</li> <li>b. Date 1: 1st week of 2019</li> <li>c. Responsible: ICAO Regional Office</li> </ol> </li> </ol>

- d. Indicator: Minutes of Agreement
2. Working meetings to draw up national action plans
  - a. Resources: financing, logistics, moderators.
3. Meeting of the States to present final results and conciliation
  - a. Resources: logistics, moderators.
  - b. Date: first quarter of 2020
  - c. Responsible: ICAO, authorities
  - d. Indicators: minutes of agreements, conclusions, recommendations.
4. Preparation of the regional plan proposal.
  - a. Date: first quarter of 2021
  - b. Resources: ICAO experts - consultants
  - c. Responsible: ICAO
  - d. Indicators: Final document

#### **Fourth Group:**

##### Master plan:

1. Establish a guide to prepare Master Plans.
2. Define members for the preparation of the guide.
3. Prepare the guide.
4. Test or essay to elaborate a Master Plan.

##### Regional Air Transport Plan:

1. Participation and active coordination of the States.
2. Define the scope of the Regional Plan.
3. Structure Regional Plan to improve connectivity.
4. Present Regional Plan.

#### **Fifth Group:**

##### Generate a regional policy that provides guidance to national policies:

1. Include within the transport plan of each State, the aeronautical sector for that each State creates a legal framework that supports the development of the Master Plan.
2. Implement working groups.
3. Preparation of proposal.
4. Define national policy document.

#### **Sixth Group:**

##### Training for adoption of new technology:

1. Identify and evaluate new available technologies
2. Propose and promote new technologies to stakeholders.
3. Train stakeholders on new technologies.

### **Seventh Group:**

#### Regional coordination:

1. Create an event organized by the aviation industry (coordinated by CANSO and ACI) to discuss issues of infrastructure and transportation of aviation to reach a common understanding for the South American region. The main target of this event is to know what are the States strengths and weaknesses in the aviation sector in order to make a collaborative plan to the region.
2. Send conclusions to the States to initiate an action plan, both regional (high level plan - with ICAO support), and local (proposing actions to reach the regional plan targets).
3. Establish a general leader to follow-up on the actions of the regional plan that was agreed, and local leader, responsible by each State action.
4. Organization of a regional event (yearly basis) where each State presents the progress of their actions according to the plan and present their limitations "share experiences". This will be also an opportunity to make some regional agreements in order that the States can help each other.

## 6

### **Conclusion**

6.1 With all the groups inputs, the ICAO SAM Regional Office will be working towards a roadmap, that will then evolve to a new Regional Project under the GREPECAS (the Region's Planning and Implementation Regional Group). By having a project endorsed by GREPECAS, the States will continually inform ICAO on their progress and the Secretariat will provide constant assistance and monitoring of the project as a way to reach the agreed vision:

*“To be a Region recognized worldwide for the collaborative planning of its airports, which ensures the timely and balanced capacity to bring the benefits of air transport to all the people of South America”*