

## **ARC strategy 2008-2010**

### **1. Introduction**

The Secretariat announced in Vienna September 2006 that many of the strategic goals in the current strategy had been or were in the process of being fulfilled. The Secretariat recommended the Executive Committee to initiate a revision of the strategy, with the involvement of the members. The Executive Committee and the Half Year Meeting agreed in Vienna to start a process aiming at a proposal for a new ARC strategy.

During this period, the Secretariat has conducted a member survey focusing on evaluation of the current strategy. The results were presented at the Half Year Meeting in June in Stockholm. The Half Year Meeting was dedicated to a workshop with the members to screen their visions and ideas for the development of ARC. The workshop engaged more than 30 representatives from member regions and the resulted in 30 suggestions for the future.

The Presidency met in Dublin in August to analyse the results from the workshop in Stockholm and to construct the following draft for a new strategic proposal, to be discussed in the Executive Committee in Hounslow and proposed at the Annual General Meeting in Malta in November 2007.

### **2. The ARC objectives**

The development over the last years and the recognition of ARC by the industry and other stakeholders has proven the need for an organisation like ours. The ARC mission statement is still valid.

The Airport Regions Conference Mission Statement governs the organisation's general direction:

*Working in partnership with other key players such as airport operators, airlines, air transport organisations and other authorities, ARC will*

- 1. enhance the role of regional and local governments as active partners in the development of European Air Transport Policies*
- 2. co-operate at European level to pursue common interests*
- 3. undertake common initiatives for the exchange of information and best practice among its members*

The evaluation by the members and the discussion in the workshop in Stockholm indicates two main objectives and two supporting objectives.

## **2.1 The main objectives are**

- To enhance aviation related knowledge and competence in member regions.
- To influence EU, international policy makers and industry with regional and local positions on aviation in relation to regional developments, environmental effects, economic growths and the wellbeing of airport communities.

## **2.2 The supporting objectives to fulfil the main objectives are**

- To actively inform and promote the ARC and ARC positions to relevant stakeholders in industry and politics as well as members and potential members.
- To grow the ARC to 40 members by 2010.

These four objectives derive from and are well in line with the mission statement. This time, the objectives clearly state a higher ambition for the ARC than ever before. It is well in line with what the Presidency felt to be the interest expressed in the workshop in Stockholm.

## **3. Strategies for 2008-2010**

To be implemented, the long-term objectives must be followed by a strategy. The strategies are the main paths, or main processes, for the Executive Committee to follow.

We have found one main strategy to follow each objective, again based on the findings developed in the Stockholm workshop.

### **3.1 Project development**

The objective to enhance aviation related knowledge and competence in member regions should be followed by a strategy focusing on project development.

The workshop clearly expressed that there is a major interest to change the Interest Groups' activities into a more proactive approach of project development.

Compared with the Interest Groups a project development strategy targets a specific topic with a specific project set up, a time frame and a budget for each project. This also demands an active approach to finance projects and coordination between various projects.

The outcome of the projects may also differ. It may vary from shorter or longer projects resulting in reports or studies; it could equally result in workshops, seminars or conferences. A desirable development within this strategy would be the development of ARC Competence Centres. Such an example is the proposed development of an ARC Mediation Competence Centre, presented by Vienna in the Stockholm workshop. It may be one way to consolidate knowledge and information and serve as an example for the future.



### **3.2 Lobbying**

The objective to influence EU, international policy makers and industry with regional and local positions on aviation..., should be followed by a strategy to intensify the ARC lobbying activities. In Stockholm, this approach was also given priority.

The experience so far is clearly pointing in one direction. The presence in Brussels is a key to influence the decision-making in European policies. It is the process of continuous relationship building that makes a difference and gives us influence. With the rapid growth in aviation and the active role which EU plays in international aviation, it is more and more evident that ARC in the future need to move towards a full time Secretariat in Brussels. As a first step it is of strategic importance to gradually expand the lobbying activities and presence of the Secretary General in Brussels. During this period, the Executive Committee should plan for a full ARC Secretariat in Brussels after 2010.

Another strategic tool is to form policy groups for shorter or longer times. This would sharpen the ARC profile in meetings with political European bodies and consultative committees.

With a higher degree of global integration and international agreements, it is also of strategic importance to develop global relations and partnerships. The decisions by IATA, ICAO and CAEP etc. have direct and indirect impacts on the effects on European regional level, not least through technical and environmental standards. The development of the Open Skies agreement is another example that will have importance for regions, especially from an economic development perspective.

### **3.3 Information**

The objective to actively inform and promote the ARC and ARC positions to relevant stakeholders in industry, politics as well as members and potential members should be followed by a strategy for sharing ARC information.

A better sharing of information supports the two main objectives. It provides the members and others with easy access to ARC information and positions. It should include a database with relevant facts and figures important to members. Easy access to qualified information is equally important for the networking between members and encourages member involvement in ARC activities. A developed information process supports members with “early warnings” and newsletters.

The major tool, apart from already developed publications, is a website supporting a “web library” that consolidates the information and knowledge produced by ARC and members. The web should give easy access to updated information packages etc.

### **3.4 Recruitment**

The objective to grow ARC into 40 members by the year 2010 is supported by a strategy to inform and market the benefits for cities and regions of being a member in ARC. It is not enough to make a recruitment plan to reach this goal. It is essential to spend more time to meet key persons and to inform and promote the benefits of being a part of ARC.

#### ***4 Topics of major importance for ARC***

The Stockholm workshop identified more than 30 suggestions to work with. The results were analysed and clustered into a number of thematic topics. The topics are in several aspects overlapping depending on the way in which you consider them. Topics are for example at the same time technical, political and territorial. This also reflects the complexity that ARC members have to face in the everyday situations. The topics below may form the core subjects for the ARC project development and lobbying activities: (The list below is not an order of priority)

Noise	Mediation	Airport Capacity	Air Traffic Management Impacts
Climate Change,	Public Transport	Emissions Trading	Multimodality (air-rail)
Quality of Life	Integrated Airport - Local/regional Planning	Regional Effects of Slots Allocation	Database
Open Skies	Tourism and Aviation	Airport Related Business Innovations and Labour Market Developments	

#### ***5 Organisational and budgetary considerations***

ARC is a stable organisation today and the demand for ARC opinions is growing. We have the last few years reached a level of recognition that we now have to deliver results and to meet up with expectations on our role in Europe.

The ambition presented is beyond the limits of our budget today. That must not stop us from pointing out the future direction of ARC. It will be important to gradually strengthen the economy and to continually make adjustments between ambitions and resources. The annual ARC business plan and budget should reflect the objectives and new strategies.

At this stage we would only like to share a few reflections:



## **5.1 Project development**

A move from working in Interest Groups to project development implies a much more complex and demanding role. It is likely that ARC will need a project manager/administrator to coordinate various project activities and to keep a close relation to future ARC Competence Centres. We believe it is essential to still have a project lead partner in a member region, but the leader should have a strong support by ARC in project management. A project management could be organised internally or in a long-term relation with an external consultant. Project development, partnerships in projects and similar activities may provide additional funding. This will of course depend on how well the project development strategy develops.

## **5.2 Lobbying**

The lobbying activities need to expand gradually into a full time Secretary General. In a longer perspective a full ARC Secretariat in Brussels is desirable. A full Secretariat with all the support, today offered by a member region, cannot be a reality before the financial situation is in hand. It will be one important task for the Executive Committee to find ways to make this vision a reality.

## **5.3 Information**

Information and publicity must develop continuously. Sharing information and supporting members through modern web solutions is essential to reach the objectives and need to be addressed.

## **5.4 Recruitment**

To reach the objective of 40 members in 2010, recruitment activities must be stepped up. This includes more of promotion activities and meetings with key persons and potential members in their regions and elsewhere.

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