

REGIONAL STRATEGY

Airport & Aviation



Why Regional Airport & Aviation Strategies?

Airport and aviation industry are up in the political agendas in many regions. Airports are critical enablers of national and international connectivity and major gateways to business and leisure visitors. In addition, airports and their surroundings often cluster business, R&D, and training activities in a variety of aviation-related fields.

Not surprisingly, citizens, industry groups and the broad business community urge governments to produce policies and projects and to take full advantage of the region's strengths in these fields, seek and exploit opportunities and address shortcomings.

What barriers hamper Airport & Aviation Strategies?

In a lot of cases, regional authorities and airports follow different logic, have different priorities, and do not have a deep knowledge of each other ecosystem, besides that they are respondents to different stakeholders. This is a challenge to constructive dialogue when both sides seem to speak different languages.

Moreover, regional governments can play a more active role in airports and aviation in all areas described below.

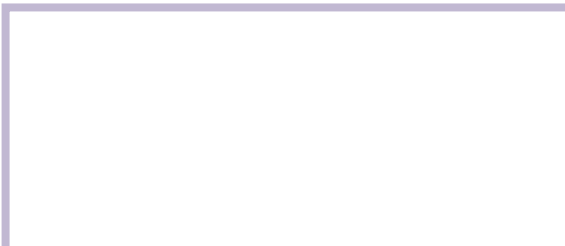
Owner / Manager

Regions may have a dominant or a minority stake in the airport management entity. Even in these cases, authorities and airport companies have different natures and purposes, which may lead to interferences, conflicts of interest, and unwise decisions.

Regulator / Governance

Regional authorities may have regulatory and governance roles in a variety of aspects relevant to airports such as:

- Land Planning and Zoning
- Land Accessibility and Public Transportation
- Training and Skills
- Customers Rights, Customer Service
- Public Safety / Industrial Safety in Landside Areas
- Pollution and Noise



Promoter

Regional authorities may invest resources in a variety of domains that are aligned with the airport's interests such as:

- Tourism promotion
- Vocational training and skills
- Air route development schemes
- Public Sector Obligations (PSO) contracts
- Business and talent attraction
- Promotion of industry clusters
- Availability of land for industrial and commercial developments

Partner

Regional authorities may eventually become partners with airports to develop strategic projects under joint-venture or PPP arrangements.



What is the situation in most airport regions?

As a general overview, it can be concluded that, except for some exceptions, most regions lack a comprehensive airport and aviation strategy. Or it may be at an early stage in its formulation, or not being transversal enough to bring together different departments and agencies.



What ARC offers?

Based on ARC's 28-year experience with more than 60 regional and local authority members, we offer technical guidance to assist regional and local governments to help them to develop their own airport & aviation strategy based on an approach guided by a strategic analysis with the evaluation of various options for the development of airport-related businesses.

The outputs of this technical guidance may include:

- The assessment of the baseline, enabling conditions, success factors, and perceived opportunities and risks for air routes development, cargo and logistics, MRO, industrial and commercial activities, grounded aircraft yards, training, and aerospace, among others.
- The identification of relevant stakeholders and engaging them in constructive thinking about airport development options to set the foundations for a Regional Airport & Aviation Strategy.
- Benchmark relevant examples to illustrate options.
- Proposal of governance arrangements and roadmap to implement the strategy.



This technical guidance can be tailor-made to adapt to particular circumstances and contexts.