



SC140 Memorandum

TO: Head Delegates (HODs) and registered SC140 delegates
FROM: Head Worldwide Airport Slots
DATE: 24th May 2017
SUBJECT: 140th Slot Conference 13 - 15 June 2017

Following the Convening Memorandum I would like to draw your attention to the event information for the 140th Slot Conference for Northern Winter Season, 29 October 2017 to 24 March 2018, at the Kuala Lumpur Convention Centre (KLCC) 13 to 15 June 2017.

Highlights

Exhibition Booth Crawl – hosted by the Exhibitors Tue 13 June 18:00 – 19:30 Exhibition Hall, Level 3, Grand Ballroom 1-2
Networking Reception hosted by Malaysia Airports & supported by: Malaysia Convention and Exhibition Bureau Wed 14 June 19:30 – 22:00 Level 3, West Foyer
Heads of Delegation meeting (Airline only) Thu 15 June 09:00 – 10:00 Level 3, Banquet Hall
Heads of Delegation meeting (Airline & Coordinators) Thu 15 June 14:00 – 15:00 Level 3, Banquet Hall

All on-site information (workroom, meeting room, prayer room locations and the conference timetable) can be found either within Attachment B of the Slot Conference documentation or by downloading 'IATA Conferences' from your mobile app store.

1. Attachment "A" – Important Notes for Delegates containing specific conference information.
2. Attachment "B" – Conference time table, work room/meeting rooms/prayer room locations and floor plans.

If this is your first Slot Conference you may want to read How to get the most out of attending the Slot Conference.

The IATA slots team looks forward to seeing you in Kuala Lumpur!

Best regards

Lara Maughan,
Head Worldwide Airport Slots
maughanl@iata.org | www.iata.org | #slotconference



International Air Transport Association
33, Route de l'Aéroport, 1215 Geneva 15 Airport, Switzerland

www.iata.org/slots

WWACG / 27th Meeting: Notes



Date: Monday, June 12th, 2017 15:00 – 17:30
Place: Malaysia, Kuala Lumpur, KUL Convention Center,
 Level 4 - Room 403/404

1. Welcome, new organisations, appointment of meeting secretary Petra Popovac was appointed as meeting secretary.	EH
2. Election of the WWACG BOARD and Officers EH proposed that we extend the term of the new core group to 2.5 years in order for more members to be available to vote, as some coordinators/facilitators do not attend the Winter conference. The majority agreed with this proposal, with 1 abstention. The term of the core group that will be elected during this meeting will then end at the November 2019 conference.	EH
3. Notes WWACG/26 th , Atlanta The notes were approved as distributed	EH
4. Budget for 2017 <ul style="list-style-type: none"> - The figures will be distributed with the minutes of the meeting - The annual report was shown with the total assets at the end of 2016 amounting to EUR13772.97 - The budget for 2017 included provisions made for maintenance of the website and the formalisation of the structure of the WWACG - The budget was approved <p>At this point the current WWACG Board was discharged.</p> <ul style="list-style-type: none"> - IATA Matters: - Debrief on JSAG/53 (MIA) and JSAG/54 (KUL) meetings - SCR Educational Workshops: IATA would like to run some educational workshops at the next slot conference. Some of the proposed ideas include: <ul style="list-style-type: none"> - Difference between OTP and 80/20 - Cyber Security If anyone has any ideas for workshops, please contact one of the Board members or IATA. - WSG Strategic Review: <ul style="list-style-type: none"> - There have been nominations for TF participation from European coordinators but little from other regions. It was asked of the plenary if they were interested in joining a TF to do so, so that WWACG could be well represented. - The closure date for the TF's is the 14th of June - The Management groups have been decided upon by IATA for the airlines and by ACI. 	WG
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<p>Action Items:</p> <ul style="list-style-type: none"> • WWACG members to provide core group with their expectations of the WWACG and their ideas for the future of the group. This will form the base of the vision/strategy for the WWACG • WWACG Board to revisit the proposal of the Articles of Association presented in ATL in the light of the discussion and the wide acceptance of the necessity to formalize the group. 	
<p>6. Update on Regional Coordination Issues</p> <ul style="list-style-type: none"> • Asia – Pacific: Nothing to report • Americas <ul style="list-style-type: none"> - The delegate from Brazil asked for the plenary to encourage more Latin American coordinators/facilitators to attend the WWACG • Europe: Nothing to report • Middle-East & Africa: Nothing to report 	<p>HT BM FWA PP</p>
<p>7. Any Other Business</p> <ul style="list-style-type: none"> - Please fill in the WWACG website with the calendar of airport specific events such as time/date of each coordination committee meeting <p>Election Results</p> <ul style="list-style-type: none"> - The new members of the WWACG Core group and hence WWACG representatives at JSAG are: Hiroki Takeda: Japan Coordination Eric Herbane: France Coordination (COHOR) Petra Popovac: Australian Coordination (ACA) Fred Wister: Norwegian Coordination Brian Meehan: FAA USA Birgit Krenzin: German Coordination Chris Bosworth: UK Coordination (ACL) <p>The next election of the WWACG Core group will take place at November 2019 conference as previously decided by the plenary.</p> <p>The chairman is Eric Herbane and the two vice chairs are Birgit Krenzin and Petra Popovac.</p> <p>The Treasurer will be Wolfgang Gallistl from Austrian Coordination. He shall attend the WWACG core group meetings but not JSAG.</p>	<p>ALL</p>
<p>8. Date/time and place of next meeting: Spain, Madrid, Monday November 6th, 2017 (15:30-17:30)</p>	<p>EH</p>

WWACG ANNUAL REPORT 2016



WWACG Balance 2016

All FIGURES IN EURO	2014		2015		2016	
	AGTUAL	Change in G %	AGTUAL	Change in G %	AGTUAL	Change in G %
Bank Account BE03 0015 8873 2684	as of 1.1.2014 5.171,82		as of 1.1.2015 6.336,33	1.164,51 22,5%	as of 1.1.2016 10.168,50	3.832,17 60,5%
TOTAL ASSETS	5.171,82		6.336,33	1.164,51 22,5%	10.168,50	3.832,17 60,5%
Profit & Loss						
Income	2.996,62		5.668,00	2.671,38 89,1%	5.451,27	-2.671,38 -100,0%
Expenditure	1.833,60		1.838,45	4,85 0,3%	1.896,80	-4,85 -100,0%
Operating Profit	1.163,02		3.832,17	2.669,15 229,5%	3.554,47	-2.669,15 -100,0%
Interest	1,49		2,62			
Operating Profit	1.164,51		3.832,17	2.667,66 229,1%	3.554,47	-2.667,66 -100,0%
Bank Account BE03 0015 8873 2684	as of 31.12.2014 6.336,33		as of 31.12.2015 10.168,50	3.832,17 60,5%	as of 31.12.2016 13.722,97	13.722,37 2268934,7%
TOTAL ASSETS	6.336,33		10.168,50	3.832,17 60,5%	13.722,97	13.722,37 2268934,7%

WWACG Budget 2017



WWACG BUDGET 2017 / ESTIMATE 2016	2014		2015		2016		2017			
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET as approved on 09 NOV 15 in SIN	ESTIMATE	ACTUAL	BUDGET V1	ESTIMATE	ACTUAL
ALL FIGURES IN EURO										
Membership Fees	3.000	2.997	5.000	5.470	5.500,00	5.500,00	5.250,00	5.500,00		
Income Seminar		0								
Fees received in advance		0								
Misc.		0								
Total Income	3.000	2.997	5.000	5.470	5.500,00	5.500,00	5.250,00	5.500,00		
Administration Costs	0	0	0	0	500,00	200,00	15,05	500,00		
Travel for Administration	0	0	0	0						
Legal Costs	0	0	0	0				5.000,00		
Project Costs Website	0	0	5.000	0				5.000,00		
Maint and Support Website	1.794	1.822	1.850	0	2.000,00	2.000,00	1.878,00	2.000,00		
IT Development Fund	2.500	0	0	0	2.500,00			2.500,00		
IT Server Costs	0	0	0	0						
Costs Seminar	0	0	0	0						
Promotions / Invitations	0	0	0	0						
Facility Renting Costs	500	0	2.500	0	1.000,00	500,00		500,00		
Total Costs	4.794	1.822	9.350	0	6.000,00	2.700,00	1.893,05	16.500,00		
Operating Result	-1.794	1.175	-4.350	5.470	-	2.800,00	3.356,95	- 11.000,00		
Financial Income (Interests etc)	0	-11	-20	50	50,00	50,00		50,00		
Operational Profit before Tax	-1.794	1.164	-4.370	5.520	-	2.850,00	3.356,95	- 10.950,00		
BALANCE PREVIOUS YEAR	4.973	5.172	6.336	6.336	11.856,00	11.856,00	11.856,00	15.212,95		
Final Result	3.179	6.336	1.966	11.856	11.406,00	14.706,00	15.212,95	4.262,95		

WWACG REPORT 01JAN-31MAY 2017



WWACG PROFIT & LOSS STATEMENT 2017 (01JAN-31MAY)

FIGURES IN EURO	2015			2016			2017 (01JAN-31MAY)		
	BUDGET	ACTUAL	DIFF %	BUDGET	ACTUAL	DIFF %	BUDGET	ACTUAL	DIFF %
Income									
Members Contribution	5.000	5.668,00	668,00 13,4%	5.500,00	5.451,27	-48,73 -0,9%	5.500,00	3.428,95	-2.071,05 -37,1%
Income Seminar	0	0,00	-	0,00	0,00	-	0,00	0,00	-
Fees received in advance	0	0,00	-	0,00	0,00	-	0,00	0,00	-
Misc. Income	0	0,00	-	0,00	0,00	-	0,00	0,00	-
TOTAL INCOME	5.000	5.668,00	668,00 13,4%	5.500,00	5.451,27	-48,73 -0,9%	5.500,00	3.428,95	-2.071,05 -37,1%
EXPENDITURE									
Administration	0	0,00	-	500,00	0,00	-500,00 -100,0%	500,00	0,00	-500,00 -100,0%
Travel for Administration	0	0,00	-	0,00	0,00	-	0,00	0,00	-
Legal Cost	0	0,00	-	0,00	0,00	-	0,00	0,00	-
Project Cost Website	5.000	0,00	-5.000,00 -100,0%	2.000,00	0,00	-2.000,00 -100,0%	5.000,00	0,00	-5.000,00 -100,0%
Maintenance & Support Website	1.850	1.820,40	-29,60 -1,6%	2.500,00	1.878,00	-622,00 -24,9%	2.000,00	1.908,00	-92,00 -4,6%
IT Development Fund	0	0,00	-	0,00	0,00	-	2.500,00	0,00	-2.500,00 -100,0%
IT Server Cost	0	0,00	-	0,00	0,00	-	0,00	0,00	-
Costs Seminar	0	0,00	-	0,00	0,00	-	0,00	0,00	-
Promotions & Invitations	0	0,00	-	0,00	0,00	-	0,00	0,00	-
Bank	0	18,05	18,05	0,00	18,80	18,80	0,00	7,50	7,50 -60,1%
Facility Rentals	2.500	0,00	-2.500,00 -100,0%	1.000,00	0,00	-1.000,00 -100,0%	1.000,00	0,00	-1.000,00 -100,0%
TOTAL EXPENDITURE	9.350	1.838,45	7.511,55 -80,3%	6.000,00	1.896,80	-4.103,20 -68,4%	16.500,00	1.916,50	-14.583,50 -88,4%
OPERATING RESULT	-4.350	3.829,55	8.179,55 188,0%	-500,00	3.554,47	4.054,47 -809,9%	51.000,00	1.518,45	-49.481,55 -97,0%
Financial Income	0	2,62	2,62	50,00	0,00	-50,00 -100,0%	50,00	0,00	-50,00 -100,0%
Operational Profit before Tax	-4.350	3.832,17	8.182,17 -188,1%	-450,00	3.554,47	4.004,47 -889,9%	-10.950,00	1.513,45	-9.436,55 -113,8%
Tax	0	0,00	-	0,00	0,00	-	0,00	0,00	-
FINAL RESULT	-4.350	3.832,17	8.182,17 -188,1%	-450,00	3.554,47	4.004,47 -889,9%	-10.950,00	1.513,45	-9.436,55 -113,8%

Should WWACG become a more formal organization?

1. Introduction

The previous WWACG Core Group felt it was important to be recognized as a group of experts with other entities such as ICAO and that setting a more formal organization would be extremely helpful to achieve this goal. The present Core Group got the mission from the Plenary to investigate the different ways to formalize our group.

After the last meeting in ATL where the Board presented a proposal to set up a formal association incorporated in Montreal, several of our members requested a more detailed discussion on whether WWACG should adopt a more formal structure.

This paper is then intended to fuel the discussion on this topic during the WWACG meeting in Kuala Lumpur.

All members are therefore encouraged to prepare themselves internally for the discussion and share their views during the meeting on this important issue for the future of our community.

2. The WWACG and its importance:

WWACG was “created” a few years ago on the initiative of some airport slot coordinators and schedule facilitators to enable the exchange of views, to promote knowhow transfer between the interested coordinators and facilitators on a worldwide level and try to define common positions mainly when we talk to IATA and define the WSG and the coordination process.

So far WWACG is legally speaking a group of people that are sitting together to achieve this goal.

Since its first meeting WWACG has been rather successfully trying to be considered by the other stakeholders of the Aviation Industry as a group of experts that does not have specific economic interest as the other stakeholders might have.

In most instances the interest of coordinators or schedule facilitators are rather in line

the new WWACG as an association under Canadian Law in Montreal where all other main international organizations linked with aviation are established (ICAO, IATA, ACI, CANSO, IFALPA...).

This will certainly help in enhancing the notoriety of our group and in promoting airport coordination and facilitation across the world.

The Board tried to elaborate Articles of association for a new association that will not change radically our present way of working within our group.

It is intended to have a membership open to all officially appointed coordinators and facilitators. Those who do not want (or cannot) become members will still be invited to contribute in the meetings since it is important to have a large representation of opinions and views to ensure an efficient process and to enrich from our mutual experiences. Already the group is ruled by consensus and it should be the case in the new association too, even though we need to define voting rules for the Articles of Association. In other words, those who do not want or cannot become members would not be in a worse situation than the present one. People will be encouraged though to become members in order to have an as long as possible list of members from various continents in the new association.

In the new association membership fee paid by members will be decided by them and we'll continue the process of voluntary « donations" from those not becoming members. The new association will be able to keep that money on its own account and shall not depend anymore on the EUACA.

The cost for incorporating a new formal association in Montreal and for running it is quite reasonable and affordable for our existing group: 1,600 CAD for the package of all duties related to the incorporation made by a Canadian law company and an annual fee of 175 CAD to act for us as a registered and postal address in Montreal.

6. Potential challenges:

The main challenge is to have a significant number of coordinators and facilitators from all the Regions joining progressively a new formal association as full members.

WWACG should continue to represent the views of the international coordinators and schedules facilitators community, whichever structure is finally agreed.

WWACG debate on a more formal organization



**WWACG/27 Kuala Lumpur
June 12th, 2017**

Importance of WWACG for the Aviation Industry?



Do you think WWACG present structure enables us to adequately reach our goals and play our role as an Aviation Industry Stakeholder?

- **Define common positions for our discussions with other Stakeholders?**
- **To be considered as experts without specific economic interests?**

Formal Association

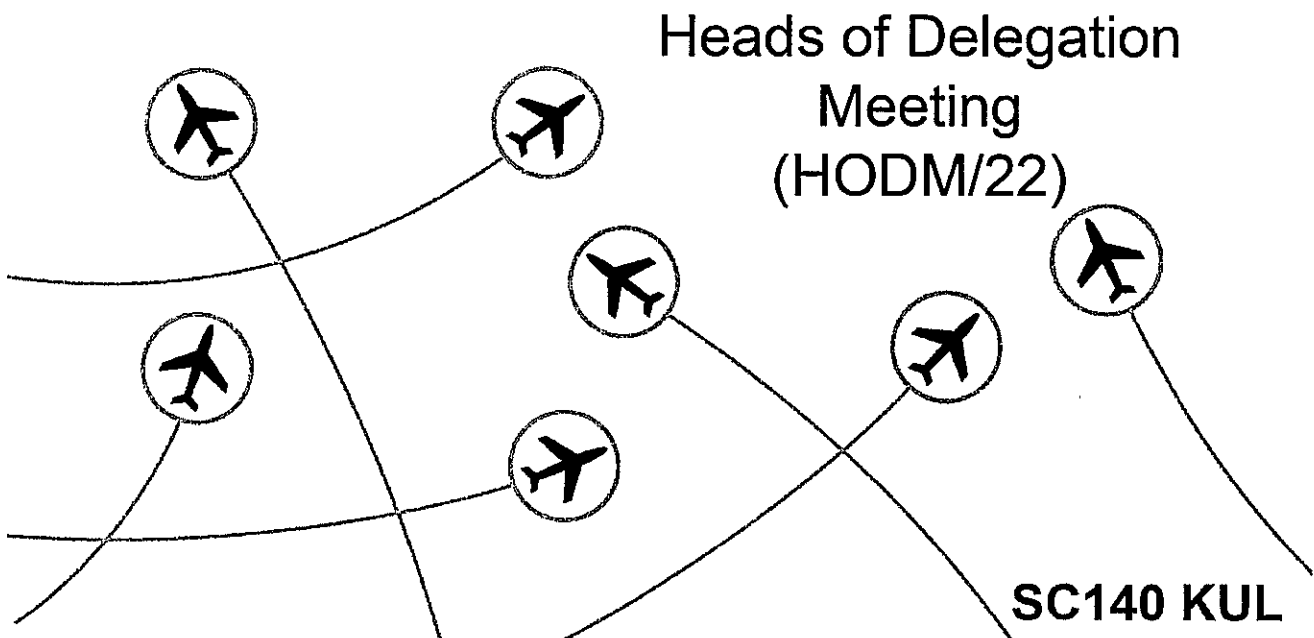


- While today 2 categories of members participate to our meetings
 - those paying their voluntary contributions
 - the others
- do you think that member or observer status to a more formal association would reduce meeting attendance?

Alternatives



- Do you have any other ideas to better solve the issues raised but in a different way than either the status quo or the formal association?



AGENDA: HOD Meeting

Agenda Item 1 – Welcome

Agenda Item 2 – Future conferences

- 2.1: 2017 & 2018 update
- 2.2: Calendar of Coordination Activities
- 2.3: SC Budget for 2017 / 2018

Agenda Item 3 – WSG Strategic Review

- 3.1 WSG Strategic review update and next steps

Agenda Item 4 – WSG 9th Edition

Agenda Item 5 – JSAG Report

- 4.1 Report from JSAG/54 meeting

Agenda Item 6 – AOB

- 5.1 Kuala Lumpur feedback





Agenda Item 2: 141st – 143rd Slot Conferences



Madrid Marriott Auditorium Hotel & Conference Center



€176.36
(approx. \$198 USD)
*Rate includes
breakfast, internet
but excludes 10%
VAT*



JW Marriott Parq Vancouver



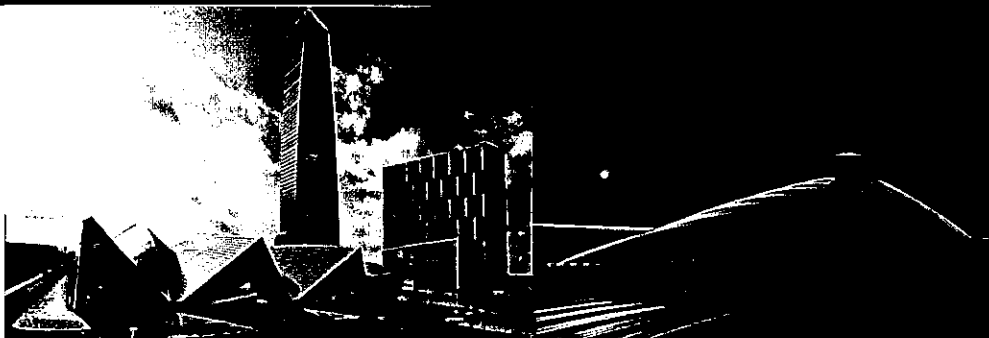
JW Marriott Parq – Host Hotel:
\$319 CAD/ \$241 USD

Pinnacle Hotel
\$269 CAD / \$203 USD

Georgian Court
\$295 CAD / \$222 USD

Rate includes breakfast & internet but
excludes state and local taxes and fees
(currently 17.5%)

Songdo Convencia



Sheraton

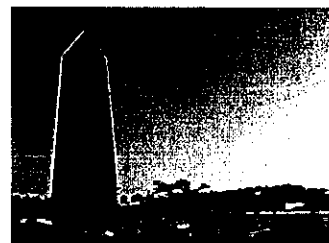
approx. \$199 USD



Both properties are
next to the
convention center
All rates are
inclusive of
breakfast, service
fee and taxes

Oakwood Premier

approx. \$166 USD



2.1 Calendar of Slot Coordination Activities

Winter 2017/18 SC/140 Kuala Lumpur 29 Oct 17 – 24 Mar 18	ACTIVITY	Summer 2018 SC/141 Madrid 25 Mar 18 – 27 Oct 18
17 Apr 17	SHL Deadline	11 Sep 17
04 May 17	Agreed Historics Deadline	28 Sep 17
11 May 17	Initial Submission Deadline	05 Oct 17
30 May 17	AppCal opened to Coordinators	24 Oct 17
01 Jun 17	SAL Deadline (no later than)	26 Oct 17
05 Jun 17	AppCal opened to Airlines	30 Oct 17
13 Jun 17	IATA Slot Conference	07 Nov 17
15 Aug 17	Slot Return Deadline	15 Jan 18
31 Aug 17	Historics Baseline Date	31 Jan 18



2.2 Slot Conference Budget

Budget for SC141 – Nov 2017 MAD

\$75

Budget for SC142 & SC143 2018

\$100 per event

We will always look to reduce to \$50
where possible



WSG Strategic Review

Management Group (MG)

ACI Representatives

- Gunter Heinrich (FRA) - *Chair*
- Joao Pita (GRU)
- Dave Perring (SYD)
- Stefano Baronci (ACI)

WWACG Representatives

- Eric Herbane (WWACG) - *Vice-Chair*
- Brian Meehan (FAA)
- Hiroki Takeda (APACA)
- Fred Wister (EUACA)

Airline Representatives

- Paul Petrykowycz (QF) - *Vice-Chair*
- Ana Sanchez (VY)
- Michele Boyce (UA)
- Dimiter Zahariev (XB)



Next steps

- Nomination process for TFs will close on 30 June
- Finalize the composition and scope of the TF, deliverables and timelines
- Initiate task forces and kick-off meetings
- Manage the challenging input from airports and ensure ACI is representative for the Review
- ICAO A40 in 2019 – opportunity to demonstrate IATA leadership and the enhanced WSG



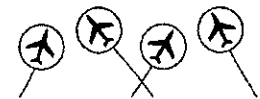
3. WSG Strategic Review

"For things to remain the same, things will have to change"

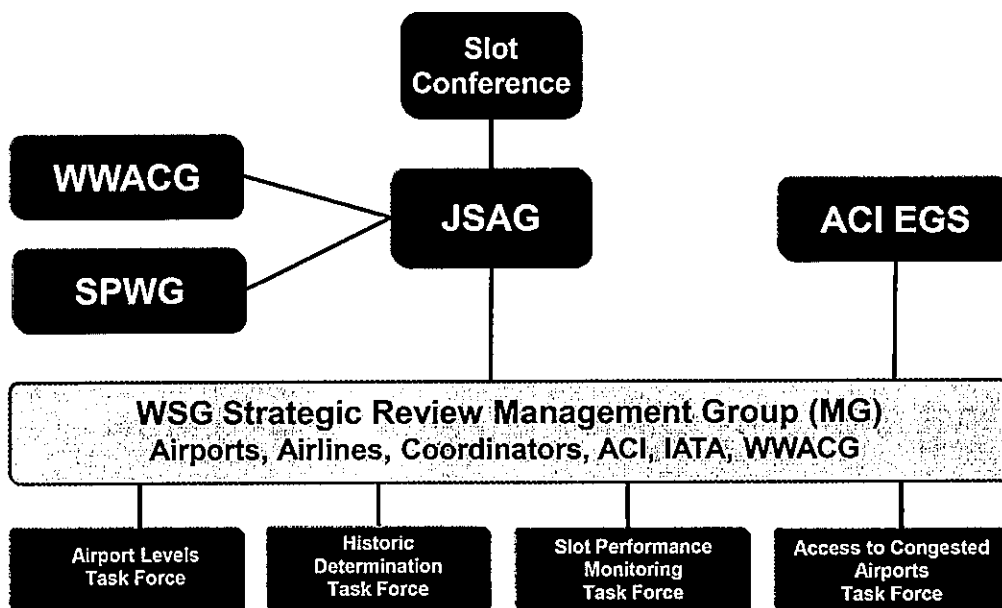
The objectives of the strategic review are to:

- Strengthen the principles of the WSG;
- Ensure policy and procedures remain relevant;
- Reinforce the benefits of the single global process;
- Better take advantage of new technologies;
- Ensure that it is supported by all stakeholders.

This not a rewrite of the WSG but a process of continuous improvement to ensure all stakeholders benefit in one global process.



Strategic Review Governance



We Want You To Help Us Make a DIFFERENCE



4. WSG 9th Edition

4.1 Update and amendments



5. JSAG Report

5.1 Report form JSAG/54 meeting

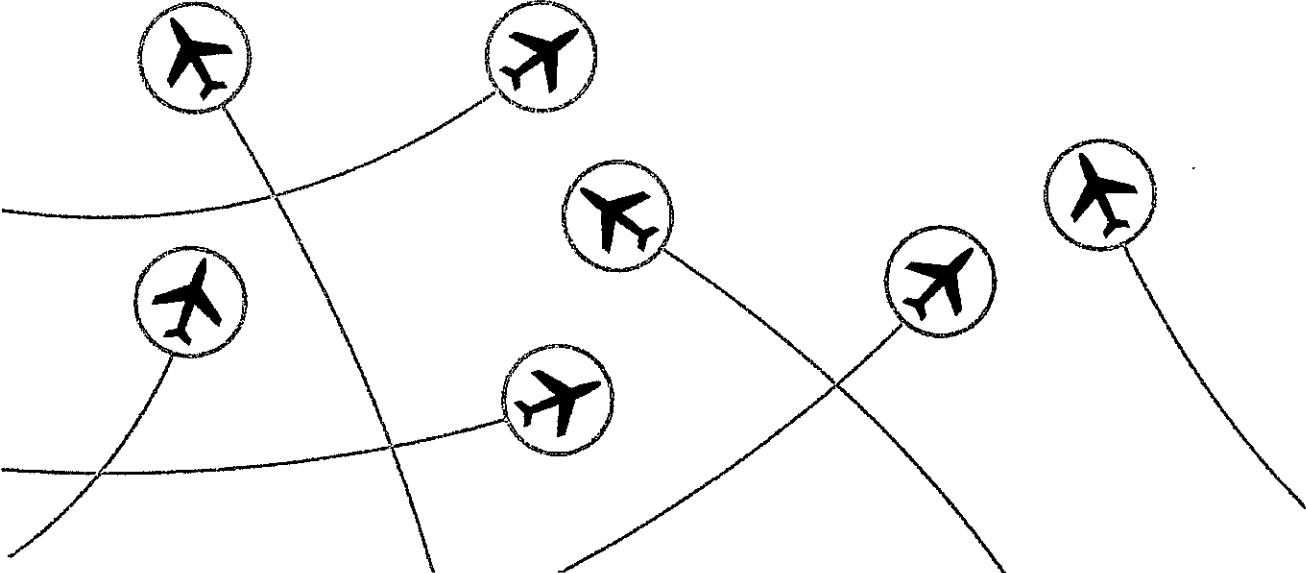


6. Any Other Business

6.1 Kuala Lumpur 2017 feedback



Questions



Asia/Pacific Airport Coordinators Association (APACA)

14th Meeting of APACA

17:00 – 18:00

13 June (Tuesday), 2017

**Room: 406 Level 4, Kuala Lumpur Convention Center
Kuala Lumpur, Malaysia**

AGENDA

- 1. Approval of Minutes of 13th meeting held on 8 November (Tuesday), 2016 at Savannah Room on Level 2, Sheraton Hotel, in Atlanta, USA**

- 2. Election Results of WWACG**

- 3. WSG Strategic Review Management Group (WSRMG)**

- 4. Draft Article of New Association**

- 5. Runway Demand Management Scheme (RDMS), Melbourne Airport**

- 6. Any Other Business**

Asia/Pacific Airport Coordinators Association (APACA)

Agenda Item 2 Election Result of WWACG

14th APACA meeting
13 June, 2017
Kuala Lumpur, Malaysia

1

The Candidates of WWACG Board Members

Europe	5	Austria	Wolfgang GALLISTL	Schedule Coordination Austria (SCA) Vice - Chairman
		France	Eric HERBANE	Association pour la Coordination des Horaires (COHOR) Chairman
		Germany	Birgit Krenzin	Airport Coordination Germany (FHKD) Vice - Chairman
		Norway	Fred Andreas Wister	Airport Coordination Norway AS (ACN)
		United Kingdom	Chris Bosworth	Airport Coordination Limited (ACL)
Asia/Pacific	2	Australia	Petra Popovac	Airport Coordination Australia (ACA) Vice - Chairman
		Japan	Hiroki TAKEDA	Japan Schedule Coordination (JSC)
North America	1	USA	Brian Meehan	US Federal Aviation Administration (FAA)

8 Candidates; 5 for Europe, 2 for Asia/Pacific and 1 for N/S America

2

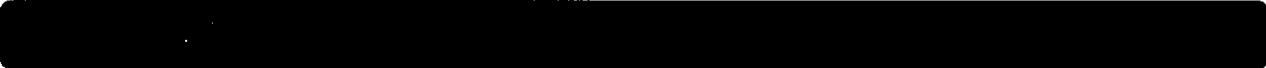
The Results of WWACG Election ???

Asia/Pacific Airport Coordinators Association (APACA)

Agenda Item 3 WSG Strategic Review Management Group (WSRMG)

14th APACA meeting
 13 June, 2017
 Kuala Lumpur, Malaysia

1



ICAO 39TH GENERAL ASSEMBLY

Duration: 27 September (Tue.) to 7 October (Fri.), 2016
 Place: ICAO Head Quarter, Montreal, Canada

Agenda Item 39: Economic Regulation of International Air Transport – Policy

AIRPORT SLOTS

(Presented by the Airports Council International (ACI))

EXECUTIVE SUMMARY

Airport operators wish to promote efficiency in the allocation and use of the capacity that they build, maintain and operate, which in turn affects issues such as destinations served, aircraft seat capacity, competition, delays to aircraft, cost and level of service in passenger terminals, connectivity, and full use of allocated slots.

Airports Council International ACI wishes to engage with States and industry stakeholders to improve industry guidance on slot allocation and to explore means of modernizing allocation criteria to address the evolution of the industry and new challenges.

Action: The Assembly is invited to agree to the recommendations in paragraph 3.

<i>Strategic Objectives:</i>	This working paper relates to Strategic Objective D — <i>Economic Development of Air Transport</i>
<i>Financial Implications:</i>	None
<i>References:</i>	Not applicable

(WP/231 by ACI)

Agenda Item 39: Economic Regulation of International Air Transport — Policy

AIRPORT SLOT ALLOCATION

(Presented by the International Air Transport Association (IATA))

EXECUTIVE SUMMARY

The industry has developed the Worldwide Slot Guidelines (WSG) for the management and allocation of airport slots to ensure the most efficient use is made of congested airport infrastructure. IATA (which facilitates the production and updating of the WSG) believes that States, airport operators, slot coordinators, along with the other air transport industry stakeholders, are fundamental partners in developing robust airport slot management policies and procedures. IATA has committed to ensuring all of these stakeholders remain key contributors and participants in the review and revision process for the WSG.

Action: The Assembly is invited to:

- a) recognize the critical role that all stakeholders currently play on both a global and local basis in defining the slot allocation policies and rules, and to that end support IATA's efforts to enhance the involvement of States, airports, airlines, slot coordinators and air traffic management organizations in future global optimization efforts;
- b) support the strategic review of the WSG as a key initiative to ensure the continual improvement and optimization of the WSG policies and processes, and to that end encourage States and other stakeholders to provide input into the process; and
- c) determine that the existing industry working groups and fora offered by the WSG sufficiently address slot allocation issues and therefore obviating the need for a panel or similar duplicative structures to address such issues.

<i>Strategic Objectives:</i>	This working paper relates to Strategic Objective D — <i>Economic development of air transport</i> .
<i>Financial Implications:</i>	None
<i>References:</i>	ACI WP/231-EC/23 AICConf/6-WP/104 Doc 9587, <i>Policy and Guidance Material on the Economic Regulation of International Air Transport</i>

(WP/340 by IATA)

2

[REDACTED]

3. RECOMMENDATIONS TO THE ASSEMBLY

3.1 The Assembly is invited to:

- agree that the interests of airport operators should be considered together with the interests of airlines in the definition of slot allocation policy and the development of industry slot guidelines for the common benefits of passengers and communities.
- recognize airport operators as significant players in local rules for slot allocation to suit the needs of the individual airport and its users. Local cooperation benefits all parties and improve the outcome in terms of efficiency of operational and economic use of airport facilities.
- recommend amendment of the definition of an airport slot and the understanding of slot allocation, in order to contain both permission for the aircraft operator to use the required infrastructure, but also the obligation for the aircraft operator to use that allocated capacity, with proportionate sanctions for intentional misuse.
- recommend a reference to a Panel to explore and evaluate the potential benefits of alternative capacity allocation methods for airport slots.

3

[REDACTED]

ICAO 39TH GENERAL ASSEMBLY RESOLUTION

Agenda Item 39: Economic Regulation of International Air Transport - Policy

39.30 Concerning the issue of slot allocation raised in WP/231 presented by ACI, and WP/340 presented by IATA, the Commission heard and welcomed the joint statement made by both Organizations, which recognized the need to optimize the use of scarce capacity, particularly at capacity constrained airports.

As such, two Organizations agreed to work collaboratively on the ongoing process to develop a more efficient and effective slot allocation process. They also agreed that such a process must ensure transparency, certainty, consistency, fairness and non-discrimination, as well as remaining globally harmonized.

The Commission noted that ACI and IATA would work with States, the industry stakeholders as partners and would report progress to the next session of the Assembly.

4

Feedback from Workshops at SC139 (1)

5 workshops
Coordinators, Facilitators,
Airlines and Airports

55 participants from
Africa, Americas, Asia,
Europe and Middle East

5

Feedback from Workshops at SC139 (2)

Lack of definition in the WSG for base carrier (A, C)	IATA to publish and maintain repository of local rules (A, C)	Different rules for calculation of the 80/20 (C)
Seasons planning is no longer adequate to market demand (A)	GA/BA do not provide the information about their schedules on-time (C)	Introduce rules for secondary trading (for monetary value) to facilitate more slot mobility (C)
How 80/20 rule applies to ad hoc changes, delays, holiday cancellations before handback date (A)	Improve the process for priority in slot allocation (A)	Current principles make it difficult to adjust to market demand (A)
Modernize new entrant rules (A)	The process of allocation of the slot pools at level 3 airports is not always transparent, introduce more rules for monitoring and enforcement of transparency (A)	Introduce year round operations and concentrate on managing the peaks (A, C)
	Publish who applied for what and to whom the slots were allocated (A)	Reduce the period b/w initial submission and slot handback date (C)

6

Feedback from Workshops at SC139 (3)

GA/BA not part of the WSG – in the EU especially this will be a big problem in future (C)	Rules are not applied in a consistent way by A and C (e.g. 3 day rule) (A, C)
Late handback of slots affects the efficient use of capacity (A, C)	Implement new technologies (e.g. move from email for messages) (C)
Current level 2 not sustainable anymore /obsolete (A, C)	The current WSG provides too much room for interpretation leading to discrepancy and inconsistency in the application of rules (C)
Market demand is becoming more dynamic and we need a new framework that will allow us to plan accordingly (A)	Need for training and education (SSIM Ch.6 and WSG) to ensure consistent application of rules both by A and C (A,C)
Waste of capacity is increasing as current rules are outdated (A)	Need to introduce a process for enforcement of rules (C)
Coordination becomes a private business – in future ensure it remains independent (A, C)	Planning and Operations – currently there is no reference in the WSG on how they interlink and impact coordination (C)
Level 2 airports act as Level 3 airports (A)	Adherence to slot handback rules (A, C)
Level 1 airports – very general and not relevant anymore, are they still needed (A, C)	Length of series – need to be reviewed in light of more dynamic market demand (A)
	Too many variations in the application of the WSG rules and no enforcement – strengthen the rules and introduce enforcement process (A, C)
	Rules for cancellations need to be reviewed (C)
	Adherence to the messaging standards as per SSIM Ch.6 is weak (C)

Task Forces and ACI Feedback

Strategic Review Task Force	Areas for consideration	ACI Task Force	Areas for consideration
A APPOINTMENTS	Effectiveness of Level 2 airport principles	A APPOINTMENTS	Designation and Capacity declaration Categories of Airports
D HISTORIC DETERMINATION SEASON & SERIES LENGTH	Slot Series SRD timing, purpose and allowance of cancellations How can the process better support the needs of the business e.g. speed to market, demand driven scheduling.	D HISTORIC DETERMINATION	Cancellation before the Historic Baseline Date On-time performance Deadline for slot returns
C SLOT PERFORMANCE MONITORING	On Time Performance	C SLOT PERFORMANCE MONITORING	On Time Performance
D MARKET ACCESS	Access to congested markets	D MARKET ACCESS	New Entrant rule Secondary slot allocation criteria
D Other areas impacted by TF	Slot Reservation Fee Utilization of capacity		

WSG Strategic Review Management Group (1)

Role and Mandate

The role of the WSG Strategic Review Management Group (WSRMG) is to manage the strategic review of the Worldwide Slot Guidelines (WSG) and to develop proposals and recommendations to the WSG.

The WSRMG will make effort to ensure that all the global regions, airline models, general and business aviation and airport congestion levels are broadly represented and considered in the development of proposals and recommendations.

Membership

The WSRMG is comprised of three Industry Groups with one delegate from the relevant Industry Association and three delegates from the organizations within such Industry Group:

【1】 Airlines

- ★ One IATA representative to serve as lead delegate of the Airline Industry Group
- ★ Three Airlines from the World Regions

【2】 Coordinators or Facilitators

- ★ One WWACG representative to serve as lead delegate of the coordination Industry Group
- ★ Three Coordinators or Facilitators from the World Regions

【3】 Airport Managing Bodies

- ★ One ACI representative as lead delegate of the Airports Managing Body Industry Group
- ★ Three Airport Managing Bodies from the World Regions

9

WSG Strategic Review Management Group (2)

Appointment and Voting

Each of these Industry Associations is responsible for selecting its delegate, subject to the conditions on Membership below.

IATA-Member Airlines, WWACG-Member Coordinators or Facilitators and ACI-Member Airport Managing Bodies are eligible to submit nominations to their respective Industry Association for delegate membership. Each Industry Association is responsible to appoint the delegates from its Industry Group, subject to the conditions on Membership below.

The presence of at least nine delegates of the Management Group, including at least two delegates from each Industry Group, is required for quorum.

Any proposals for changes to the WSG from the Management Group are to be approved on the basis of consensus. Efforts will be made to reach unanimity in decisions, but at a minimum consensus shall require approval from all three of the Industry Groups, in the form of a majority vote of the delegates in such Industry Group present and voting.

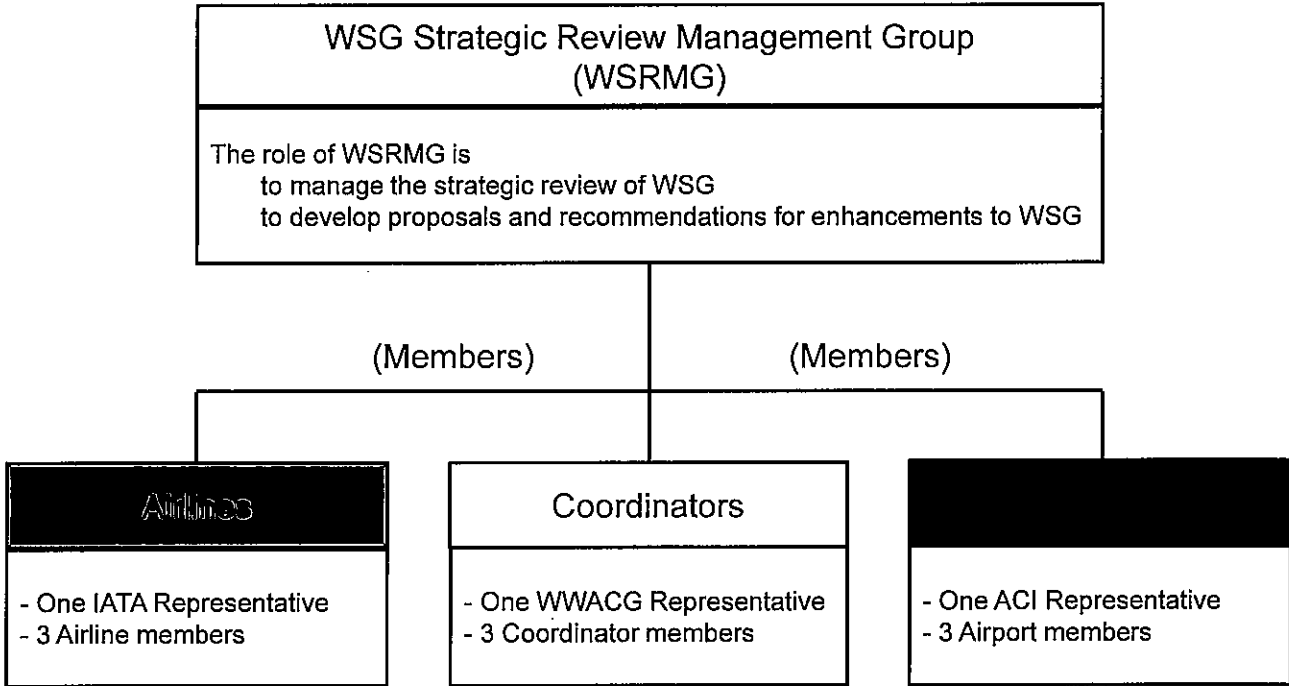
Task Forces

The WSRMG may establish task forces to drive its program of work as follows:

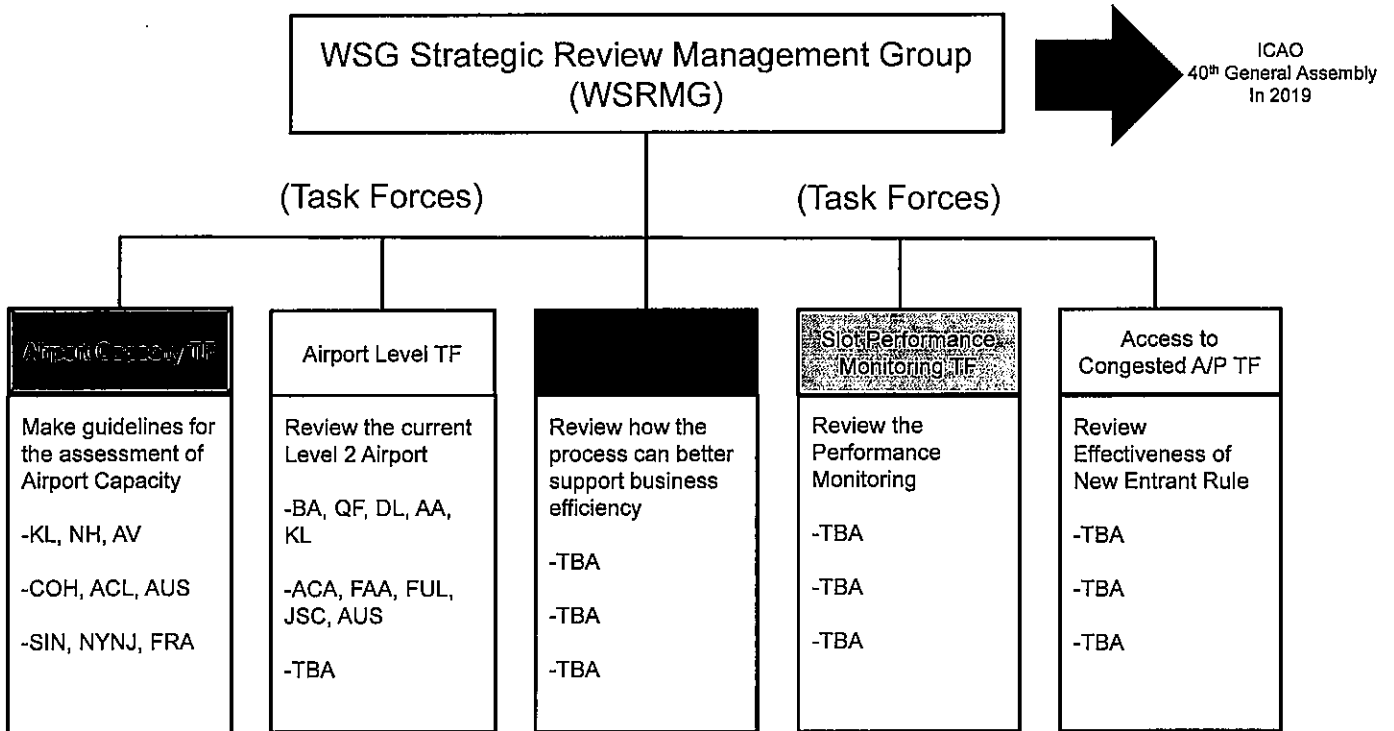
- ★ Airport Levels Task Force
- ★ Historic Determination Task Force
- ★ Slot Performance Monitoring Task Force
- ★ Access to Congested Airports Task Force

10

WSG Strategic Review Management Group (3)



WSG Strategic Review Management Group (4)





Historic determination, series and season length TF

- Objective
 - Review how the processes can better support business efficiency in terms of Slot Return/ HBD timing, cancellation policy, the concept of seasons and series and the overall impact on utilization of scarce airport capacity
- Scope
 - Evaluate the effectiveness of SRD, timeframes and how to optimize them and the usage of capacity
 - Look at the season's length and need of series of slots
 - Collect and analyze global data and stats
 - Assess how new technology can support the processes
 - Perform impact assessment and proof of concept of the recommendations set by the TF

13

Slot Performance Monitoring TF

Slot performance monitoring TF

- Objective
 - Review the performance monitoring in isolation of the 80/20 rule and investigate and analyze whether the planning process can better support performance on the day
- Scope
 - Look at better definition of the parameters for OTP in the WSG
 - Review of the SPC annex and rules with potential reinforcement in the WSG
 - Review delay codes and should they be linked to slots
 - Evaluate the benefits of overall airport on-time performance

14

Access to Congested A/P TF

Access to congested airports TF

- Objective
 - Review effectiveness of the new entrant rule, and general access to congested airports under fair, transparent and neutral processes that are non-discriminatory and promote competition whilst ensuring certainty for the growth of the air transport industry
- Scope
 - Collect and evaluate global data of the current utilization rates of slots, how many new entrant request have been met and how many have not
 - Evaluate changes how can make the new entrant rule more effective
 - Validate the current list of additional allocation criteria
 - Deliver a recommendation on the effectiveness of a revised new level rule



**AIRPORTS COUNCIL
INTERNATIONAL**



WORLD WIDE AIRPORT COORDINATORS GROUP

WSG Strategic Review

The Challenge

With passenger numbers set to double over the next 20 years, and aircraft movements to increase substantially, all parts of the aviation industry will be challenged to accommodate this growth. It is likely that many airports will continue to be slot constrained, given the complexity to add new capacity. The number of capacity constrained (slot coordinated) airports has tended to increase year on year with currently over 175 airports globally, up from 142 five years ago. In 2016, 1.5 billion passengers departed from a slot coordinated airport, representing 43% of global passengers. The Worldwide Slot Guidelines (WSG) has continually evolved since 1974 to address the challenges raised by a constantly changing and growing industry; today, however, there is a need to address new challenges related to the efficiency of the slot process, divergence from best practice, increasing competition at airports and changing business models.

The Solution

The Strategic Review of the WSG is a collaborative initiative of **ACI, IATA and WWACG** to ensure the improvement and optimization of the WSG, so that all stakeholders contribute and benefit from one global process. **Airlines, airport operators and slot coordinators**, are fundamental partners in developing robust airport slot management policies and procedures and are key contributors and participants in the review and revision process of the WSG. With this objective in mind, they commit to adequately engage and inform States, policy makers and other air transport industry stakeholders to ensure the highest level of harmonization. The program of work of the review is aligned with WSG principles of transparency, flexibility, sustainability, certainty, non-discrimination and consistency.

Objectives of the Strategic Review:

1. Strengthen the principles of the WSG
2. Ensure policy and procedures remain relevant

3. Reinforce the benefits of the single global process
4. Better take advantage of new technologies

The Industry's Approach

In 2016 the aviation community agreed to establish an in-depth review of the slot guidelines, to ensure they evolve and remain viable for years to come. This approach was welcomed by the Economic Commission at the 39th ICAO Assembly. Any deficiencies in the slot allocation process will be addressed by the industry through this Strategic Review to ensure that consensus on a globally compatible process is maintained. Through a series of workshops with airlines, airports, slot coordinators and facilitators, and consultations between ACI, IATA and WWACG the initial scope of the review was established and a set of task forces will be created to work on the initial priority areas of the review.

The Task Forces

- Airport Levels Task Force
- Historic Determination Task Force
- Slot Performance Monitoring Task Force
- Access to Congested Airports Task Force

How can you get involved?

Participation in the Task Forces is open to experts of any of the three Industry Groups or from any other organizations with appropriate expertise related to the aviation industry, subject to the appointment by the Management Group of the Strategic Review.

Policy makers are also a key contributor and are invited to provide their input to the Strategic Review as well as being an essential consultative partner.

For more information and how to get involved, please contact: wsgsr@iata.org

Asia/Pacific Airport Coordinators Association (APACA)

Agenda Item 4

Draft Article of New Association

14th APACA meeting
13 June, 2017
Kuala Lumpur, Malaysia

**WWACG Articles of
Association**



**WWACG/26 ATLANTA
November 7th, 2016**

**Eric HERBANE
WWACG Chairman**

WWACG Articles of Association SCOPE



- **Serving the common interests of the Members of the Association or their regional organizations in all matters pertaining to slot allocation, schedules facilitation and related aviation;**
- **Providing a forum for Members to exchange information on slot allocation, schedules facilitation and related matters;**
- **Representing issues, and common positions of worldwide interests of its Members to relevant national and international authorities, organizations and institutions;**

3

WWACG Articles of Association SCOPE



- **Being the voice of and representing the interest of the Facilitators and Coordinators towards international organizations such as ICAO, IATA, and ACI World;**
- **Promoting and facilitating international cooperation in all matters pertaining to slot allocation, schedules facilitation and related aviation matters;**
- **Promoting the development of professional skills in relation to slot allocation, schedules facilitation and related aviation matters;**

4

WWACG Articles of Association SCOPE



- **Undertaking projects and research to improve standards of coordination and schedules facilitation;**
- **Supplying assistance and collective services for its Members also by developing systems and processes.**

5

WWACG Articles of Association OBJECTIVES



- **Provide a network for its Members;**
- **Organize working groups and task forces on subjects of particular interest to the Members.**
- **Facilitate training to develop skills and expertise among its Members, and third parties involved in airport slot allocation or facilitation.**
- **Cooperate with international institutions and world-wide organizations;**
- **Compile, provide and publish relevant information and expertise.**

6

WWACG Articles of Association MEMBERSHIP



- **Members are individuals, or organizations legally established according to the laws of their country.**
- **All independent Coordinators and/or Schedules Facilitators either as individuals or as representatives of their organizations are eligible to be Member of the Association either as an individual or as an organization.**
- **The Members must be legally appointed as Coordinators and/or Schedules Facilitators according to the laws and customs of their country of origin.**

7

WWACG Articles of Association MEMBERSHIP



- **Members can opt out if a decision taken by the Association on a specific issue would not be in line with their national government position → In such cases they would not be committed by the association's decision in question and their opting out decision would be duly registered and mentioned.**
- **Members shall be bound by the provisions of the Articles of the Association and the Internal Rules**

8

WWACG Articles of Association MEMBERSHIP



- **The Membership becomes effective upon payment of the first annual fee.**
- **The Board may decide to propose to officially appointed coordinators or schedule facilitators not Member of the Association to attend the General Assembly meetings as Observers.**
- **Members may also be Members of regional coordinators or schedule facilitators Organisations.**

9

WWACG Articles of Association MEMBERSHIP FEES



- **An annual membership fee set by the General Assembly to cover the operating cost of the Association will be charged to the Members.**
- **If the revenues to cover the running costs of the Association are not sufficient, the Members are responsible for uncovered costs, as specified in the internal rules.**
- **Observers are encouraged to pay a voluntary monetary contribution fixed by the Board.**

10

WWACG Articles of Association GENERAL ASSEMBLY



- The General Assembly → the major organ of the Association; the power of decision is vested in the Members acting collectively.
- The General Assembly shall be invested with all powers necessary or advantageous for the purpose of achieving the objectives of the Association.
- The General Assembly shall decide the general policy of the Association and shall oversee the management of the Association by the Board.

11

WWACG Articles of Association GENERAL ASSEMBLY



The following powers shall be reserved exclusively for the General Assembly:

- Approval of the final accounts and annual report;
- Discharge of the Members of the Board and the Treasurer in respect of their stewardship of the affairs of the Association during the preceding financial year;
- Approval of the budget of the Association presented by the Treasurer;
- The election and dismissal of the Members of the Board;

12

WWACG Articles of Association GENERAL ASSEMBLY



- Amendments to the Articles of Association;
- Admission and exclusion of Members;
- Dissolution of the Association;
- Establishment and subsequent amendment of Internal Rules of the Association;
- Appointment of the auditor;
- Membership fees and any other contributions due by the Members for each financial year;
- Any action or instrument that shall bind the Association for more than 3 years.

13

WWACG Articles of Association VOTING/QUORUM



- Only Members shall be entitled to vote at the General Assembly.
- Except as otherwise specified in these Articles, each Member has one vote.
- Except as otherwise provided for in the Articles, decisions by the General Assembly shall be taken by simple majority vote of the Members present at the meeting.
- In case of a split vote, the Chair can exercise a casting vote or ask for another vote.

14

WWACG Articles of Association VOTING/QUORUM



Decisions related to the following issues must have two-thirds of the votes :

- The dissolution of the Association,
- Modifications of the Articles,
- Adoption and modification of the internal rules,
- Initiation of a legal action,
- Approval of the budget, the level of reserves, if any, the need for investment financing, if any ,
- Setting the annual Membership fees
- Endorsement of the auditor's report,

15

WWACG Articles of Association VOTING/QUORUM



(Decisions related to the following issues must have two-thirds of the votes) :

- transfer of the registered office of the Association to another location,
- Acceptance or exclusion of Members;
- Censure votes against the Board or a Member of the Board;

16

WWACG Articles of Association VOTING/QUORUM



Decisions related to the following issues shall be taken with a “one country one vote” rule :

- **The dissolution of the Association,**
- **Modifications of the Articles,**
- **Adoption and modification of the Internal Rules**
- **Adoption of Guidelines /Best practices**
- **Transfer of the registered office of the Association to another location,**
- **Censure votes against the Board or a Member of the Board,**
- **Election of the Board’s Members and the Officers**

17

WWACG Articles of Association VOTING/QUORUM



➤ **In such cases in countries where more than one Member exist, it is the responsibility of the Members in that country to decide who is going to cast the votes related to these matters on their behalf.**

➔ **Countries are those recognized by the International Civil Aviation Organization (ICAO).**

18

WWACG Articles of Association BOARD



- The Association shall be administered and represented by the Board
- Board consists of not less than five but not more than seven representatives of Members elected by the General Assembly with due consideration to geographical representation.
- Only one Member per country/organization is entitled to be nominated as Board Member.
- If agreement cannot be reached on a single candidate for any country then all prospective candidates from that country will be excluded from the election process.

19

WWACG Articles of Association BOARD



- Members of the Board are elected at the same time for 2 years and can be re-elected.
- The Board shall have all powers of management and administration and to perform for this purpose all acts as it may judge necessary or advantageous for achieving the purpose of the Association, subject only to the powers reserved for the General Assembly.
- The resources of the Association shall be managed at the discretion of the Board, which is responsible for preparing the budgets, managing the accounts and having them audited.

20

WWACG Articles of Association BOARD



- **The Board can establish and nominate standing Working Groups to deal with general issues (i.e. Slot Policies) and / or Task Forces to deal with specific issues (i.e. Develop Guidelines/best practices for a given issue)**
- **The rapporteur of such working groups or task forces shall be a Board Member.**

21

WWACG Articles of Association OFFICERS



- **The General Assembly shall also elect between the Board's Members the Officers of the Association for a period of 2 years**
- **a Chair, one or more Vice-Chair(s) and a Treasurer.**
- **The Officers may stand for re-election at the end of their term of office.**
- **Nomination for the Officers must be made in writing to all Members.**

22

WWACG Articles of Association BUDGET/FINANCE



- The Association may form annual reserves for running the business and for projects.
- The Association may receive other revenues such as the reimbursement of expenses, the revenues arising out of the management of its funds, donations, voluntary contributions from Observers, legacies or subsidies as specified in these Articles, payment for seminars and other events organised by the Association and its publications.
- The financial year is the calendar year

23

WWACG Articles of Association BUDGET/FINANCE



- The Board proposes the annual budget of the Association for every financial year,
- submitted for approval to the General Assembly
- Board draws up draft final accounts for each financial year,
- submitted for approval to the General Assembly of the Association.

24