**How Airports Plan for the Future**

Last fall, the YYC Calgary International Airport launched an industry-leading facility that recycles glycol.

The facility transforms used de-icing fluid into a reusable product, providing both environmental and economic benefits.

While this is a great environmental initiative, one of the key things to take from this, is the airport’s close collaboration with the airlines. In fact, the de-icing facility is owned by Calgary Glycol Facility Corporation, a consortium of airlines, making it the first-airline owned facility of this kind in Canada.

“This is a great example of how the airline community at YYC collaborated to invest in infrastructure and an innovative Canadian-based technology to ensure its operations are environmentally sustainable,” said Geoffrey Tauvette, director of environment and fuel at WestJet, in a news release.

This is just one example that shows that Canada’s airports operate under solid principals of good governance that involve consultation with air carriers, communities and other stakeholders in an open and transparent manner.

Airports often align their work based on the changing needs of their stakeholders.

For example, the Halifax Stanfield International Airport built a 557-square metre addition to the terminal building in 2016 to provide more airside space for airline operations. It also installed seven BorderXpress Automated Passport Control kiosks in the U.S. preclearance area, reducing congestion and decreasing wait times.

The Montreal-Trudeau airport plans to invest more than $1.1 billion from 2017 to 2021, over half of which will go to increasing airport infrastructure capacity. It has recently completed the expansion of the international jetty, and refurbished one of its runways.

Since airports were transferred from the federal government to local entities in the 1990s, they have made significant investments in their infrastructure to accommodate an ever-growing number of air travellers.

Long-term capital plans are developed to ensure they have the resources and space. Before these plans are put into place, they are shared early with airport tenants, community groups and airline consultative committees for their input.

The Vancouver International Airport has recently developed a more indepth approach to these consultations, which is receiving support from airport authorities across the country.

If there is a significant recast of a long-term capital plan, the airport authority presents a business plan to the airlines that includes costs, scope of work and construction period, cost-recovery attributable to the airlines, projected aggregate airline payments, a breakdown of revenues such as airport improvement fees, among other details.

After this period of consultation, concurrence of the Capital Plan is then sought from the airlines by way of a majority in interest vote (66 2/3 per cent based upon passenger volume).

After this long-term capital plan is approved, individual major capital projects are presented to the airlines for consultation and endorsement.

After about 30 per cent of the design is completed, a report is developed which provides further analysis such as the project justification, more detailed costing and risk assessment. Comparisons are made of the capital expenditure budget and the amount in the capital plan to ensure capital projects remain within the amounts contained the long-term projections.

New individual projects would still be presented to the airlines for consultation and endorsement.