

# AIAS Airlines Airport Affairs Committee

Ted Stevens Anchorage International Airport - Fairbanks International Airport

September 5, 2013

Steven Hatter  
Deputy Commissioner  
Alaska International Airport System  
Ted Stevens Anchorage International Airport  
P.O. Box 196960  
Anchorage, AK 99519-6960

Subject: AIAS System Plan and Anchorage and Fairbanks Airport Master Plans

Dear Deputy Commissioner Hatter:

As the Co-Chairs of the Airport Airline Affairs Committee (AAAC), we would like to thank you and your staff for the periodic updates and express the support of the AAAC for the processes that have been undertaken to complete the AIAS System Plan and updates to the Anchorage and Fairbanks Master Plans.

As you and your team members are aware, the use of master planning to determine an airport's long-term infrastructure needs and optimal land use is a best practice used by airports both nationally and globally, and strongly endorsed by the FAA and ICAO. We believe that this systematic and collaborative approach to examining the long-term infrastructure requirements for ANC and FAI is very important for evaluating all potential options and developing well-conceived future implementation plans. We operate in an industry that is marked by significant evolution and volatility, making forecasting the precise characteristics, level, and timing of future activity impossible. Rather than negating the ability to perform long-term planning, we believe that these circumstances require a comprehensive evaluation of multiple alternatives to address a wide range of potential futures, and the development of phased implementation plans with operational triggers as prescribed in the FAA guidelines in lieu of timeline based implementation plans.

We recognize that the nature of airport infrastructure development dictates that the AIAS take a planning perspective for potential options over a very long horizon of 20 years or more in order to preserve our ability to grow and operate safely and efficiently while meeting the State's and the region's long-term air service needs. We also support the protection of appropriate land use compatibility and the consideration of necessary land acquisitions as opportunities arise. We applaud AIAS for pursuing a two-step approach to infrastructure by pursuing a system-wide planning effort as well as at the individual airports. There are few US commercial service airports which are operated as a system. While this system-wide perspective presents an additional level of complexity, we believe that the evaluation of alternatives for managing future

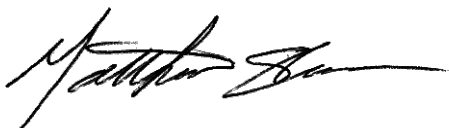
growth potentially utilizing infrastructure at both airports as part of the AIAS System Plan and ANC & FAI Master Plan Updates are important for the strategic optimization of the System. The methodology of the System Plan process as briefed to the AAAC, including forecasting demand under a broad range of scenarios, the examination of the capacity of the infrastructure at both airports to meet that demand, and the exploration of opportunities to incentivize segments of ANC activities to FAI, all represent effective elements of a systematic approach to strategic long-term planning.

At the same time, we recognize that the System and the Airports cannot deny access to airlines wishing to land at either airport and cannot dictate which airport they will use. Airlines use a wide range of factors in determining which airports they will use. The AAAC is prepared to assist in future discussions among the carriers to facilitate promotion of and coordinated access to incentives if activity levels return to a level where the movement of traffic from ANC to FAI is beneficial to all airlines serving AIAS.

However, incentives, even accepted by some carriers, may only be effective at certain defined levels of activity with specific characteristics. Therefore, while cargo activity levels have declined in recent years at ANC, we believe that the capacity for continued long-term growth must be preserved by identifying the infrastructure and land that may be required to support those long term needs and to document these options through the FAA process of Master Plan Updates and Airport Layout Plans. When growth returns, the alternatives that have been identified as part of the System Plan and the Master Planning process represent reasonable alternatives for further consideration and refinement as part of future federal environmental reviews processes to address future capacity needs and the avoidance of congestion which could cripple this important economic engine for the region.

We thank you for your continued strategic leadership and direction of the AIAS and your continued collaborative communication with the AAAC.

Regards,



Matthew Shaw  
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Co-Chairperson  
AIAS Airline Airport Affairs Committee



Kevin Hoffmann  
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