

# SESSIONS

WELCOME RECEPTION - 24/05/2022

GAD Americas

**24-26 May 2022**  
San Juan, Puerto Rico  
EST/UTC-4 Time Zone

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## **Welcome Reception at Mirador - Hyatt Regency Grand Reserve**

6:30pm - 8:30pm

Join your peers, old and new, at this ice-breaker networking event hosted by Puerto Rico Tourism Company. GAD attendees will be joining those attending the CAPA LCC conference, taking place in the same venue, so this will be a chance to meet peers in the airline business.

Please register your intention to attend in advance with the bookings team for catering purposes.

### **Participants**

**Host: Carlos Santiago** - Executive Director, Puerto Rico Tourism Company

# SCHEDULE

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TIME	
6:00PM	6:30pm - Welcome Reception at Mirador - Hyatt Regency Grand Reserve

# SESSIONS

DAY 1 - 25/05/2022

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## Registration & networking coffee - Puerto Rico Foyer

8:15am - 9:00am

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## Chair's welcome

9:00am - 9:05am  
Plenary - Puerto Rico 3

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## Opening Address

9:05am - 9:15am  
Plenary - Puerto Rico 3

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## Participants

**Speaker: Jorge Roberts** - CEO, Avports

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## Luis Muñoz Marín 10 years' on: A case study on the first successful US airport privatization

9:15am - 9:45am  
Plenary - Puerto Rico 3

The only full airport privatization in the US market, we will take a closer look at the contributing factors, the stakeholders, strategy and model, lesson learned and implications for development of future models in the US.

## Participants

**Speaker: Jorge Hernández De Leon** - CEO, Aerostar Airport Holdings LLC

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## Evaluating airport economic dynamics, public and private

9:45am - 10:30am  
Plenary - Puerto Rico 3

What role has privatisation played in developing and bringing value to the regions they serve?

With an introduction by Patrick Lucas followed by the panel discussion

## Participants

**Panellist: Patrick Lucas** - Vice President, Economics, Airports Council International (ACI) World

**Panellist: Ramon Miro** - President & CEO, Corporación Quiport

**Panellist: Amit Rikhy** - President & CEO, CAG Holdings

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## Networking & refreshment break

10:30am - 11:00am  
Plenary - Puerto Rico 3

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## Taking the temperature of the US political and economic landscape: are conditions more favourable for increasing private participation in airports?

11:00am - 11:20am  
Plenary - Puerto Rico 3

## Participants

**Speaker: Marshall Macomber** - Senior Policy Advisor, AIAI (Association for the Improvement of American Infrastructure)

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## What can we learn from the pandemic experience about success of the partnerships for managing risk, delivering projects, creating value and ROI for all?

11:20am - 11:50am  
Plenary - Puerto Rico 3

Considering airport projects through the pandemic, what new models and mechanisms, from financial to operational are driving airport development forward?

## Participants

**Panellist: Michael Minerva** - CEO, Conrac Solutions

**Panellist: Andrew O'Brian** - CEO, Reach Airports

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## Mapping the dynamics of Airport operation and partnership opportunities in Latin America and the Caribbean

11:50am - 12:20pm  
Plenary - Puerto Rico 3

- Update on the operator landscape and private penetration
- A review of ownership and concession models, from full privatisation to O&M
- The competitive landscape for local and international players
- Post-Covid trends and expectations for future opportunities

## Participants

**Speaker: Curtis Grad** - President & CEO, Modalis Infrastructure Partners

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## The Brazilian approach to developing a national airport network in partnership with the private sector

12:20pm - 12:50pm  
Plenary - Puerto Rico 3

- Guidelines of Brazilian economic regulation
- Current state of airport concessions
- Lessons learned from the pandemic and impact on the structuring of the next concession rounds

## Participants

**Speaker: Adriano Miranda** - Head of the Airport Economic Regulation Department, ANAC

**Speaker: Daneil Longo** - Deputy Director Regulatory Policy, Brazilian Civil Aviation Secretariat

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## Networking lunch

12:50pm - 2:00pm  
Plenary - Puerto Rico 3

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## The Airline market review

2:00pm - 2:30pm  
Plenary - Puerto Rico 3

What is the status of traffic, fleets and route-revival? How are airline business models adapting to volatile market conditions and new competitive business dynamics?

## Participants

**Speaker: Peter Cerdá** - Regional VP, The Americas, IATA

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## The FAA briefing

2:30pm - 3:00pm  
Plenary - Puerto Rico 3

A status-update on airport P3 projects in the USA and insights into Federal infrastructure finance for airport improvements.

## Participants

**Speaker: Kevin Willis** - Director, Office of Airport Compliance and Management Analysis, Federal Aviation Administration (FAA)

**Speaker: Steve Hicks** - Director, Southern Region Airports Headquarters, FAA

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## Best practice airport procurement

3:00pm - 3:40pm  
Plenary - Puerto Rico 3

How do we make procurement processes more transparent and open to ensure success?

### Participants

**Speaker: Mark Morehouse** - Managing Director, Oppenheimer & Co.

**Speaker: Anke Heinze** - Director Investments and Financing, AviAlliance

## Networking & refreshments break

3:40pm - 4:10pm  
Plenary - Puerto Rico 3

## Taking a Time-Out: re-imagining the status quo to build a better ecosystem for the industry of tomorrow

4:10pm - 4:55pm  
Plenary - Puerto Rico 3

Is now the time to go back to basics, remind ourselves of industry common goals, recognise and re-balance different financial challenges to cover the costs of recovery?

### Participants

**Moderator: Filipe Reis** - Regional Director Airport, Passenger, Cargo and Security- The Americas, IATA

**Panellist: Juliana Dantas** - Investments & Services Manager, ANAC

**Panellist: Jaime Escobar** - Head of Fuel and User Charges, ALTA

**Panellist: Norbert Onkelbach** - Chief Commercial Officer, Lima Airport Partners

## Regional Snapshot: the Latin American landscape – a story of resilience and opportunity

4:55pm - 5:40pm  
Plenary - Puerto Rico 1&2

With little direct government support, despite tight travel restrictions, it has been a tough couple of years for the aviation sector across Latin America.

However, the sector has been relatively resilient and is forecast to experience a strong 2022, with limited travel restrictions and dynamic passenger flows within the region and to/from North America.

This will help traffic levels return to pre-pandemic levels in Central America in 2023 and South America in 2024, according to the latest International Air Transport Association (IATA) projections.

But, getting standardised rules for international travellers amid the coronavirus pandemic remains a biggest hurdle for Latin America's airlines.

Governments across the Americas need to "fundamentally change their mindset" and the way that they collaborate with the aviation industry; otherwise the recovery will stall, IATA regional VP for the Americas Peter Cerda has said recently.

It is clear that the industry will need much smarter collaboration than ever before.

The fear is that governments across the region will default back to old habits. Over-regulation and damaging tax systems may appear effective tools for recovery, but they are counterproductive for airports, airlines and consumers.

Three of Latin America's major airline groups – LATAM, Aeromexico and Avianca – are emerging from Chapter 11 bankruptcy protection. As they've been working to restructure during the past couple of years their low cost rivals have been preparing to bolster competition with those restructured operators.

Will these new dynamics influence the shape of the industry in the region and bring new opportunities for growth?

### Participants

**Moderator: Peter Cerda** - Regional VP, The Americas, IATA

**Panellist: Abhi Shah** - Chief Revenue Officer, Azul

**Panellist: Felix Antelo** - President & CEO, Viva Air

**Panellist: Jose Ricardo Botelho** - Executive Director & CEO, ALTA

**Panellist: Carlos Santiago** - Executive Director, Puerto Rico Tourism Company

## Networking Drink Reception

5:40pm - 6:40pm

## Networking Dinner at Museo de San Juan

6:40pm - 9:55pm

Our hosts, Puerto Rico Tourism Company, is inviting all delegates to as networking dinner at the Museum of San Juan.

Busses will **depart at 6:45pm from the hotel** and take you to old San Juan. After the dinner busses will bring you back to the hotel.

The Museum of San Juan is located within the walls of what was, for many decades, Old San Juan's marketplace. In addition to being a bustling centre where one could get anything from spices to fresh seafood and artisan breads, the structure's open air central plaza served as the perfect location for the city's resident to socialize, do business and exchange news. The Museum recently reopened its doors and its two galleries are currently hosting the "Celebration of History" exhibition, a chronicle of the Puerto Rican capital's 500 years of history.

Join us at this historic venue to enjoy Puerto Rico's renowned hospitality and rich cultural and historic heritage. During the evening's event you'll be able to sample local fare, Puerto Rico's world famous rums, relax and mingle, surrounded by the tropical rhythms of bomba, plena and salsa.

Dress code: casual attire

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DAY 1 - 25/05/2022

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TIME	PLENARY - PUERTO RICO 1&2	PLENARY - PUERTO RICO 3
8:00AM	8:15am - Registration & networking coffee - Puerto Rico Foyer	8:15am - Registration & networking coffee - Puerto Rico Foyer
9:00AM		<p>9:00am - Chair's welcome</p> <p>9:05am - Opening Address</p> <p>9:15am - Luis Muñoz Marín 10 years' on: A case study on the first successful US airport privatization</p> <p>9:45am - Evaluating airport economic dynamics, public and private</p>
10:00AM		10:30am - Networking & refreshment break
11:00AM		<p>11:00am - Taking the temperature of the US political and economic landscape: are conditions more favourable for increasing private participation in airports?</p> <p>11:20am - What can we learn from the pandemic experience about success of the partnerships for managing risk, delivering projects, creating value and ROI for all?</p> <p>11:50am - Mapping the dynamics of Airport operation and partnership opportunities in Latin America and the Caribbean</p>
12:00PM		<p>12:20pm - The Brazilian approach to developing a national airport network in partnership with the private sector</p> <p>12:50pm - Networking lunch</p>
1:00PM		
2:00PM		<p>2:00pm - The Airline market review</p> <p>2:30pm - The FAA briefing</p>
3:00PM		<p>3:00pm - Best practice airport procurement</p> <p>3:40pm - Networking &amp; refreshments break</p>
4:00PM	4:55pm - Regional Snapshot: the Latin American landscape – a story of resilience and opportunity	4:10pm - Taking a Time-Out: re-imagining the status quo to build a better ecosystem for the industry of tomorrow
5:00PM	5:40pm - Networking Drink Reception	5:40pm - Networking Drink Reception
6:00PM	6:40pm - Networking Dinner at Museo de San Juan	6:40pm - Networking Dinner at Museo de San Juan

# SESSIONS

DAY 2 - 26/05/2022

GAD Americas

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## Morning coffee & networking

8:30am - 9:00am

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## Chair's Opening

9:00am - 9:05am  
Plenary - Puerto Rico 3

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## Mapping airport models in the USA

9:05am - 9:35am  
Plenary - Puerto Rico 3

A deep dive into the many varied models for airport businesses in the US and the players shaping the market

### Participants

**Speaker: David Feldman** - Managing Partner, Exambela Consulting

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## Spotlight on small and regional airports

9:35am - 10:20am  
Plenary - Puerto Rico 3

What options are available for the many airports with low passenger numbers and limited growth opportunities? What can be taken from successful airline partnership, commercial and financial models of larger hubs and delivered on a smaller-scale to make these airports profitable and attract investment?

### Participants

**Panellist: Raul Diaz** - General Manager, Aeropuertos Andinos del Peru

**Panellist: Jorge Roberts** - CEO, Avports

**Moderator: David Feldman** - Managing Partner, Exambela Consulting

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## Networking & refreshment break

10:20am - 10:50am  
Plenary - Puerto Rico 3

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## Greenfield airport development in a pandemic: Palmerola Airport case study

10:50am - 11:20am  
Plenary - Puerto Rico 3

### Participants

**Speaker: Peter Fleming** - Director, Airports Division, EMCO

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## Developing Advanced Air Mobility (AAM) and eVTOL infrastructure

11:20am - 11:50am  
Plenary - Puerto Rico 3

How far has the technology come and infrastructure plans developed? What is the business plan and operators' expectations of network and traffic development?

### Participants

**Speaker: Arturo Garcia-Alonso** - Operations, AVPORTS

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## Evaluating AAM infrastructure & implications for insurance

11:50am - 12:20pm  
Plenary - Puerto Rico 3

We are delighted to debut the AAM Infrastructure Readiness evaluation scoring system and provide insights into how insurance underwriters are viewing insurance for advanced air mobility.

### Participants

**Carole Hedden** - Editor-in-Chief, Advanced Air Mobility Report, Aviation Week Network

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## Towards the liberalization of air transport in Latin America

12:20pm - 1:00pm  
Plenary - Puerto Rico 3

Adapting regulatory approaches to improve and advance frameworks to support the industry's return to growth.

### Participants

**Speaker: Rafael Echevarne** - Director General, ACI-LAC

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## Lunch for all attendees including dedicated discussion tables

1:00pm - 2:00pm  
Networking

An opportunity to get key questions answered by experts in each field. Make new connections and share expertise across a range of business critical issues including:

1. Considerations for P3/PPP contracts for volatility times
2. Reducing carbon and costs in airport operations
3. New approaches to commercial revenues & partnerships
4. Canada: airports P3s on the horizon?

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## Sunset Walk and Taste Tour by Spoon Experience

4:00pm - 7:00pm

### N.B. PRE-REGISTRATION ONLY - PLEASE COMPLETE REGISTRATION FORM ON 'PLAN YOUR VISIT' PAGE

A guided sunset food, history and culture tour in Old San Juan where you will enjoy eating, drinking, and learning as you walk through their 500-year-old Spanish colonial city. Stroll at a relaxed pace along historic cobblestone streets and discover Puerto Rican Culture through its gastronomy, history, and architecture. This is perfect way to kick off a night on the town!

Visit local, independently owned restaurants and sample both traditional and modern Puerto Rican fare! Taste and sip delicious local flavors while learning about their Taino, Spanish, and African roots. Along the way, get a glimpse of iconic sites such as the second oldest cathedral in The Americas, a centuries-old convent, the Plaza de Armas, the city's fortified walls, and many other sites of cultural significance!

Date & Time: Thursday 26 May - 4:00pm - 7:00pm  
Level of difficulty: Low

Maximum: 12

Duration: 3 hours

Dress code: Wear comfortable shoes and lightweight clothing. Puerto Rico is hot!

(Please notify us of any food allergies or special diet.)

Great for Foodies who want a wide sampling of savory bites. A great way to kick off an evening of exploring Old San Juan nightlife after the tour!

Note: This information and tour description is subject to change. We'll notify participants of any changes in advance.

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TIME	NETWORKING	PLENARY - PUERTO RICO 3
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10:00AM		10:20am - Networking & refreshment break 10:50am - Greenfield airport development in a pandemic: Palmerola Airport case study
11:00AM		11:20am - Developing Advanced Air Mobility (AAM) and eVTOL infrastructure 11:50am - Evaluating AAM infrastructure & implications for insurance
12:00PM		12:20pm - Towards the liberalization of air transport in Latin America
1:00PM	1:00pm - Lunch for all attendees including dedicated discussion tables	
2:00PM		
3:00PM		
4:00PM	4:00pm - Sunset Walk and Taste Tour by Spoon Experience	4:00pm - Sunset Walk and Taste Tour by Spoon Experience