

# AIRPORT

REVIEW

## HOUSTON AIRPORTS 2009





DENVER



HOUSTON



NEWARK



MEMPHIS



Houston's time is here.

It's an exciting time at Houston's George Bush Intercontinental Airport. Delaware North Companies Travel Hospitality Services has established new partnerships with popular concepts including Fuddruggers, Schlotzsky's and a variety of other regional and national brands. It's the kind of innovative food and beverage program that ensures travelers enjoy their trip through Houston, regardless of how much time they spend there. If it's time for you to partner with a proven leader, we'd love to talk to you today.

A GLOBAL LEADER IN HOSPITALITY & FOOD SERVICE

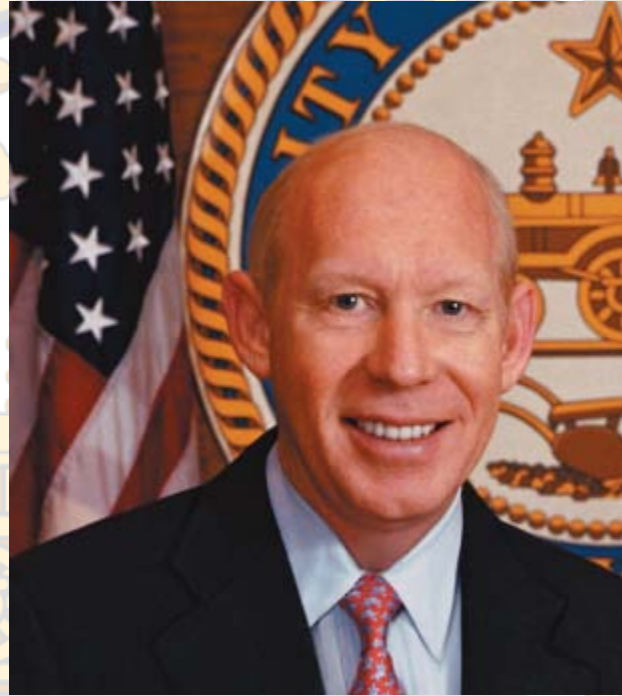
[www.DelawareNorth.com](http://www.DelawareNorth.com)



Delaware North Companies  
TRAVEL HOSPITALITY SERVICES

# Houston Airports:

## The wind beneath our City's global wings



**H**ouston has a long legacy of rising above challenges. The response since Hurricane Ike hit in September 2008 is just the latest example of Houston's "Can Do" spirit. Our resilience has a way of pulling Houston through difficult times and whatever the mission facing us in 2009—the Houston Airport System is a big part of that resilience and it will continue to be a significant factor in strengthening our economic global standing. Our airports are literally a jet-propelled driver of our economic engine.

Houston has led other cities in the nation in job creation over the last few years, adding more than a quarter-million new jobs since 2004. The strength of our 10-county region is the mix of commerce, including aviation, aerospace, energy, petrochemical, medical, biotechnology, information technology and nanotechnology. Texas is the No. 1 exporting state in the U.S., with statewide exports totaling \$168.2 billion annually. Houston played a key role in this, moving \$72.3 billion in exports.

Of course, our three airports—George Bush Intercontinental, William P. Hobby and Ellington—are essential to the flow of trade and visitors into Houston. Together, these airports make up the sixth-largest airport system globally, with more than 50 million passengers annually. As our system continues to serve the air transportation needs of our dynamic region, I want to especially congratulate Bush Intercontinental on achieving a Texas-sized milestone in 2009—celebrating its 40th anniversary.

The Houston Airport System's attention to "best practices" has resulted in the global aviation community turning to the HAS to share its expertise with other airports as worldwide mentors.

Houston Airports are known for innovations in new security measures, serving as a Model Port for international global entry, offering world-class customer service, introducing the latest technology, expanding passenger and cargo services during challenging times and staying on top of on-time performance.

Our airports are a mirror of Houston's diverse population by employing people from all corners and cultures of the globe. This diversity makes the perfect welcoming committee for the influx of international and national visitors—many of whom form their very first impression of Houston when deplaning from a jet at one of our three airports. Houston is home to more than 80 foreign governments with consular offices, which support trade with our City and region. Plus, our global family is extended by the 16 sister-city relationships Houston maintains that allow us to promote business and investment opportunities across six continents: Australia, Asia, Europe, Africa, North and South America.

The flight plan for Houston remains on course. Thanks to the Houston Airport System, we are set to reach our destination.

**Let Houston be your gateway to success,**

**Bill White**  
Mayor

# YOU'VE BEEN TAKING PEOPLE PLACES FOR 40 YEARS. US, TOO.

## Congratulations, Bush Intercontinental Airport, on your 40th Anniversary.

While we're proud to offer the most worldwide nonstops from Houston, we're equally proud to call Houston our home. As the city's largest airline, we'd like to wish you congratulations on your milestone and continued success for years to come. Here's to moving people.

**Continental Airlines**



**Work Hard.  
Fly Right.**



Houston Airport System  
Airport Review is  
published by  
Meridian Publications Ltd



**Houston Airport System**  
16930 JFK Boulevard  
Houston  
Texas 77032, U.S.A.

Tel: (+1) 281-233-3000  
Telefax: (+1) 281-233-1874  
Internet: www.fly2houston.com

**Airport Liaison**  
Roxanne Butler



Meridian Publications Ltd

**Publisher**  
Keith Cade

**Editor-in-Chief**  
Graham Newton

**Sales Director**  
David Neill

**Production Editor**  
Mark Chivers

**Editorial**  
Alan Gallop, Paul Berman,  
Felicity Landon, Teresa Andrews,  
Eric Leatherbarrow

**Design**  
Phil Macaulay

**Advertising Production**  
Pat Heaton

**Administration & Accounts**  
David Raynor, Loraine Etherington,  
Caroline Tennant

**Photography** (unless stated)  
© Meridian Publications Ltd/Alan  
Anderson/AAphotographic.com and  
Houston Airport System

**Printed for Meridian by**  
SWPP, Houston

Meridian Publications Ltd  
The Media Center  
7 The Precinct  
Bromborough  
Wirral CH62 7AD  
United Kingdom  
Tel: +1 281-968-2701  
Tel: +44 (0)151-343-9100  
Fax: +44 (0)151-334-0275  
e-mail: mail@meridian-ltd.net  
www.airportreview.com

© 2009 Meridian Publications Ltd

No part of this publication may be reproduced or  
transmitted by any means or stored in any  
information storage and retrieval system without  
the publisher's written permission.

# C O N T E N T S

<b>Director Interview</b> The real deal	<b>4</b>
<b>George Bush Intercontinental Airport</b> Life begins at 40	<b>12</b>
<b>Time traveler</b> Celebrating 40 years of IAH	<b>20</b>
<b>Concessions</b> Ongoing initiative	<b>24</b>
<b>Air Service Development</b> Lean and mean	<b>26</b>
<b>Continental Airlines</b> The proving ground	<b>32</b>
<b>Cargo</b> Exploiting potential	<b>36</b>
<b>Art Program</b> Journey of the imagination	<b>40</b>
<b>William P. Hobby Airport</b> Beauty treatment	<b>44</b>
<b>Ellington Airport</b> Open for business	<b>48</b>
<b>Hurricane Recovery</b> Boxing clever	<b>51</b>
<b>HAS Development Corporation/ADC &amp; HAS</b> Exporting our expertise	<b>54</b>
<b>Destination Houston</b> The greatest show on earth	<b>58</b>



# The real deal

Houston continues to attract major international carriers despite the economic downturn—evidence of a robust local market.



*You're embarking on another major capital improvement program. Have those plans been affected by the world economic situation or the hurricane recovery process?*

Because we did so well with the hurricane recovery, there is nothing in that regard that would impact any of the planned developments.

However, we are watching the economy closely and we're very aware of fluctuations in the financial markets. The interest rate on bonds is high and it is a very expensive way to finance a capital project. Some of the airport projects—most notably the upgrade to Terminal B—are dependent on what the market dictates.

One task that won't get sidetracked though is the Automated People Mover (APM) extension at Bush Intercontinental Airport (IAH). That's in progress now and will connect Terminal A with the other facilities. We know we have to do this—and all the





other development work for that matter—because our passenger traffic will grow. Overall, our long-term prospects still look very good.

Sure, the domestic market has its problems—there's the economy, the oil price and fierce competition. But international traffic is still strong as Houston-based companies continue their global expansion. It appears Emirates is considering making this an A380 route and we also have Singapore Airlines, a bunch of European majors and now, Qatar Airways. We have to build for that.

And we are still looking for more service to Europe, Africa and the Pacific Rim. To get a mainland Chinese carrier in here would be really something and we have in place an aggressive strategy to make that happen.

And who knows what the aviation industry's liberalization efforts might bring? Airline ownership rules are relaxing and there will likely be more industry consolidation as well as merger and acquisitions activity.

Basically, we are constantly reviewing our Master Plan and will continue doing that so we can be prepared to readjust plans to reflect the reality of the situation.

***Isn't one reality a decline in regional jets? And yet Terminal B will be upgraded to cater to their specific needs.***

We've observed that Continental Airlines has cut back on the amount of service it offers with Continental Express, which uses regional jets (RJs). But the mainline service that Continental Airlines offers at Bush Intercontinental Airport continues to grow internationally with new service for daily nonstop flights from Houston to Frankfurt, Germany and seasonal, nonstop service to Rio de Janeiro, Brazil. They're looking to grow their international traffic and have the aircraft on order—mainly Boeing 787s—to do just that.

But there is no risk in the fact that Terminal B will still cater to

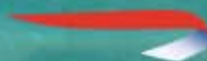




# GLIDE THROUGH HEATHROW TERMINAL 5

Welcome to the terminal that is designed to make every part of the journey through arrivals, connections and departures as easy and effortless as possible.  
[ba.com/t5](http://ba.com/t5)

All flights except those from Atlanta, Orlando and Tampa operated to and from Terminal 5. ©2006 British Airways Plc.



Upgrade to  
**BRITISH AIRWAYS**  
London Heathrow Terminal 5

RJs. There will still be plenty of them in the market and we have to provide the best possible service for the shorter range flying in and out of Houston. That is the reality here.

***So customer service remains your guiding ethos?***

Customer service is our main consideration but also up there is operational efficiency. We have to keep costs down so airlines want to operate from Houston. Every dollar we can save for the airlines goes straight to their bottom line.

We do offer incentives but that's a reflection of the market rather than a specific attempt to attract carriers. We believe we have so many advantages here that incentives will not make or break a deal. The real help we give the airlines is marketing support. That has a far greater and longer-term impact on their revenue and success than a one-time incentive.

“Customer service is our main consideration but also up there is operational efficiency. We have to keep costs down...every dollar we can save for the airlines goes straight to their bottom line.”

As for customer service, we are concentrating our efforts on areas where we feel there is room for improvement. But, in general, I have to say we are rated really well. If you look at the other airports that rate as high as Houston airports in customer service surveys they are usually brand new. Hong Kong is the obvious example of a new state-of-the-art facility.

***Can HAS be said to be state-of-the art as well, especially if you consider the Model Port program?***

The Model Port program has been an incredibly important initiative and has helped position HAS among the top U.S. gateways. The program is now being rolled out among the other major U.S. international airports and we're beginning to get a lot of visitors here so they can learn about our “best practices.”

Through recent years, we've developed a much better understanding of our passenger traffic peaks and troughs and the fact that every plane has a different mix of U.S. and foreign nationals. We've learned to be flexible and we've learned to provide a much better service as a result. It's important to us, the city and the economy. Look at the Texas Medical Center—about 15% of its revenue comes from foreign nationals.

For departing customers, the experience of passing through terminal security checkpoints has reached a new level of comfort and ease. For example, new self-selection lanes introduced by the Transportation Security Administration (TSA) allows our customers to be in control of which security lane they enter— be it



### In September 2008, Hurricane Ike scored a direct hit on Houston. How did the airport system cope?

Overall, things went pretty well. You can't predict exactly what will happen but you have to do all you can to cover the eventualities.

So we went through an exercise to prepare ourselves and in fact that worked out so well we recovered very quickly without any outside assistance.

For example, we know the bayous flood and so we knew we had to have the right drainage in place. And we knew the jet-bridges needed to be tied down and we knew essential personnel had to be at each of the three airports to ride out the storm. That meant they could start immediately on the recovery process once it was safe to do so.



Ellington Airport was ready within hours and normal service resumed at William P. Hobby Airport and Bush Intercontinental Airport within 48 hours of the eye of the hurricane passing over the airfields—not bad considering it was a direct hit from such a huge storm.

In fact, the peak winds at Ellington Airport (EFD) were measured at 144 miles per hour. That EFD was able to take that force and start up as soon as it did shows how vital that particular facility is—not only to the Houston Airport System but to the massive Gulf Coast region that was hit hard by Hurricane Ike. The emergency effort needed Ellington's infrastructure to serve as the base for federal and state agencies to stage emergency relief.

There was minor damage to the terminal at Hobby while at IAH, apart from a lot of fences blown down, the main problem was removing a lot of water from the international arrivals building. It was a great accomplishment to clear all that up in 24 hours. And we've recovered well in only a few weeks to achieve the necessary repairs.

Together, all three airports suffered \$23 million worth of damage. Cost-wise, most of the damage occurred to structures and they're all insured so it's a simple case of working with our insurance carriers. Some repairs will come out of our normal maintenance and repair budget and the rest will be done through Federal Emergency Management Agency (FEMA) grants.

Really, it couldn't have gone much better. Preparation is the key. As it turned out, there were more airplanes damaged from Hurricane Ike in the Midwest, which caused flooding at Chicago O'Hare, than were damaged in Houston.

expert, family or casual traveller. The program first rolled out at Hobby Airport as a pilot program and was proven so successful that it was expanded across the U.S. People instinctively go to the right lanes. The expert lane, for example, has shown a 26% increase in throughput since being implemented in early 2008.

#### *What else is having an impact on future strategy?*

Perhaps most importantly, we are implementing airport land-use regulation for our three airports to avoid incompatible developments that may threaten our future.

The Airport Compatible Land Use Ordinance was approved unanimously by the Houston City Council with an effective date of February 1, 2009. The new regulation became a necessity to ensure the airports continue to receive federal funding. The policy has three tiers with impacts on nearby land. For example, in Tier 1, closest to the airport, you can't develop houses or hospitals. Texans appreciate economic development and value what we're doing at the airport. Common-sense should and is carrying the day.





“We are rated really well. If you look at the other airports that rate as high as Houston airports in customer service surveys they are usually brand new. Hong Kong is the obvious example of a new state-of-the-art facility.”





“Through HASDC our management team is able to make significant contributions in some really exciting aviation projects globally.”

Technology is also sparking some big changes, especially in the self-service arena. That is really taking off and will doubtless impact airport designs of the future, including our own.

And then there’s the U.S. Exit Plan, a move to capture passenger information as they depart the country. The U.S. doesn’t have an exit procedure yet and how the government determines to do that will also have a big impact on terminal layout.

Another initiative that will have an impact on the way we do things is cargo security, specifically for passenger aircraft. We’re just about to start up 100% screening to comply with the Certified Cargo Screening Program (CCSP) which goes mandatory in August 2010. The TSA is pushing the emphasis on cargo screening on to the airlines and others in the supply chain but it’s a controversial program that will likely involve extra costs and wait time, at least initially. The technology is there, but it will just take more time to process air cargo, all of which is time-sensitive.

Having said that, there is a tendency to think something new is difficult or that it can’t be done. But then we work out how it might be done, we implement, we improve, and eventually it be-

comes an efficient routine. Look at the way the screening of passenger baggage has developed.

100% cargo screening is the new reality. It may be a bit overbearing for some but the air cargo market must implement it.

*Your international expertise is known world-wide— I understand that a new partnership has really taken off to spread the way that HAS makes a difference in aviation globally.*

Yes, through a non-profit organization known as the HAS Development Corporation (HASDC) our management team is able to make significant contributions in some really exciting aviation projects globally. We are contributing significantly to the development of a new airport in Quito, Ecuador.

In addition to HASDC, we have entered into a partnership with a Canadian firm to form a new entity called ADC & HAS. This partnership will open new opportunities for Houston by allowing investment in global airport projects. The goal is to create new revenue sources that strengthen our ability to broaden our revenue stream for HAS. Besides Quito, ADC & HAS is helping us expand our business to other key markets such as Costa Rica, Mexico, Libya and Vietnam. ■



14333 Chrisman, Houston, TX 77039, USA  
 Tel: 281-987-8787 Fax: 281-449-6658  
[www.webberllc.com](http://www.webberllc.com)



# Life begins at 40

40 years young and looking better than ever, George Bush Intercontinental Airport is in the prime of life.

**G**eorge Bush Intercontinental Airport (IAH) has everything an airline needs for efficient, cost-effective operations.

And Houston's five-terminal, five-runway mega-hub just keeps getting better. The Federal Aviation Administration's (FAA) Environmental Impact Study (EIS), evaluating future plans, is progressing well. Work has begun on a number of improvements.

Terminal A, which hosts all U.S. domestic services apart from Continental, has undergone an extensive upgrade program with plenty more to come. The big ticket item is extension of the Automated People Mover (APM)—the above ground train—connecting Terminal A to the other four terminals for fast transits and scheduled for completion in 2009.





Houston's five-terminal, five runway mega-hub just keeps getting better... work has begun on a number of improvements.

There's also a new Fuddrucker's restaurant post-security and a Starbucks in the lobby area—as requested by customers. Additional projects included a new business center and updated baggage processes, which incorporate the latest TSA mandates. Although the latter is very much a 'behind-the-scenes' project, customers are benefiting from more reliable and secure service.

Terminal B, home of Continental Express, is where the action is in the near future. Eric Potts, deputy director of aviation for planning, design and construction, explains: "Terminal B is a joint project with Continental and the ultimate plan is for a 30-gate regional jet facility. They will work on the terminal building itself while we concentrate on the ramp, utilities and the like."

The project starts early 2009, beginning on the south side of the current facility. Work on the north side will be phased in as dictated by market conditions. "We will start by taking some gates away from the existing pods," says Potts. "Then we can begin to build the first pier. Once that is operational we demolish the pods entirely and start work on the second pier."

Although some gates are lost short-term, the phased approach will enable IAH and Continental Express to maintain





near full operations at the terminal throughout the work program. "It's always a challenge building in an active airport," adds Potts.

Meanwhile, Terminal C—serving Continental narrowbodies on domestic routes—will benefit from some modest renovations and a couple of new concessions.

**International arrivals**

Terminal D is another hotbed of activity. With extension plans finalized, attention has turned to awarding the various contracts. Negotiations should conclude by year end 2009 with project completion scheduled for 2011.

In essence, Terminal D will acquire a new 10-gate pier to help serve foreign flag carriers. One of the main considerations is how to handle the Airbus A380. Emirates and Singapore Airlines, both early A380 adopters, already serve IAH and they will be joined by Qatar Airways, which also has the Group 6 "super-jumbo" on order.

"We can take an A380 now but obviously we want to reconfigure so the operation is as efficient as possible for all parties concerned," says Potts. "The new pier will extend to the north



**OTHON**

OTHON, INC., CONSULTING ENGINEERS

*providing engineering and construction management services to the houston airport system*



Consolidated Rental Car Facility at Bush IAH ✈️

Central Plant Expansions at Bush IAH ✈️

Terminal "C" Modifications at Bush IAH ✈️

Terminal A/B Ramp Widening at Bush IAH ✈️

Terminal Replacement at Hobby ✈️

Runway 17R/35L at Ellington ✈️

Light Aircraft Hangars at Ellington ✈️





### Holiday Karaoke a hit at George Bush Intercontinental Airport

Ten year-old Mary Ducay had to think about it for a while. Watching the parade of performers step up to the karaoke microphone at George Bush Intercontinental Airport (IAH), she had a serious debate going on within her own mind as to whether or not she wanted to join the list of holiday performers. But eventually curiosity and/or bravery won out.

"It was kind of scary at first," Ducay said shortly after she finished her rendition of "Rudolph the Red Nosed Reindeer". "But then it turned out to be really fun."

And that was the way things unfolded for hundreds of people taking part in the 2008 Holiday Entertainment Program.

For the first time ever, karaoke was featured as part of the overall presentation, offering passengers a chance to create some holiday spirit themselves.

"It was a huge hit and we plan on following the tradition into 2009," said Rob Wigington, Houston Airport System's Deputy Director of Marketing, Communications and Community Affairs.

Melinda Wiggins was one of those passengers who made the karaoke experiment such a hit.

"Half the people could sing and the other half couldn't," Wiggins observed. "I figured I'd fit right in with those that couldn't."

But the talent level didn't really have much to do with the karaoke experience. It was more about getting people into a festive mood and offering them a chance to have some fun along the way.

Five days were set aside during the month of December as a chance for both passengers and airport employees to sing their favorite holiday tune.

In addition to the flood of media coverage from local news stations, the karaoke idea also caught the eye of some national network reporters. Stories were featured on CBS' "The Early Show," NBC's "Today Show," and ABC's "World News with Charles Gibson."

For the first time ever, IAH's 2008 Holiday Entertainment Program featured karaoke as part of the overall presentation, offering passengers a chance to create some holiday spirit themselves.

**McDonough**  
Engineering Corporation  
CIVIL ENGINEERING CONSULTANTS  
SINCE 1977



Civil engineering design and construction management for aviation support and industrial facilities.

We provide total site work design for:  
Access roads • Aprons • Truck terminals • Aircraft parking  
Warehouses • Hangars • Rail access • Parking lots

More than 1,700 successful projects completed for a variety of public and private sector clients.

**Knowledge. Integrity. Experience.**

5625 Schumacher • Houston, Texas 77057  
713-975-9990 • mcdonough@mectx.com





Airside, the last of the five runways to undergo rehabilitation, 9-27, will be operational again from early 2009. Once the asphalt surface is replaced with concrete all five runways will be fully operational and IAH will again be able to offer triple independent simultaneous arrivals.





and while the North Airfield is already Group 6-compatible we're looking to add a dual taxiway to facilitate movements."

Gates on the new pier will be A380-capable and HAS is also working on ensuring lounges and facilities are ready for 500-plus passenger loads. The major airlines are working on their own premium class facilities and there will also be a 6,000 sq. ft. common-use lounge.

Terminal E, Continental's international hub, was only completed in 2005 and requires little work at this stage. However, like Terminal D it is benefiting from the improved services at immigration and customs. HAS has worked hard with the federal authorities to make the entry process as smooth as possible and this has paid dividends, most noticeably in reduced wait times.

There is also an important project on the Central Plant, which will expand the facility and thereby supply the other major renovations with the requisite power for optimal operations.

Airside, the last of the five runways to undergo rehabilitation, 9-27, will be operational again from early 2009. Once the asphalt surface is replaced with concrete all five runways will be fully operational and IAH will again be able to offer triple independent simultaneous arrivals.

### Key areas

Despite the extensive work, services at IAH remain unaffected. "We always take a phased approach," says Charles Wall, senior

Terminal D will acquire a new 10-gate pier to help serve foreign flag carriers. One of the main considerations is how to handle the Airbus A380. Emirates and Singapore Airlines, both early A380 adopters, already serve IAH and they are being joined in 2009 by Qatar Airways.

airport manager at IAH. "This allows us to maintain the customer focus for which we've become famous.

"It's our guiding principle," he continues. "It means not just listening to our customers but actually acting on their feedback."

As always, there are five key areas: safety; signage; cleanliness; concessions; and parking. These are measured and benchmarked on a regular basis and all employees understand their connective nature. Cleanliness applies to the concessions, safety to parking—all five fields are intertwined and the responsibility of all staff.

Jesus Saenz, IAH assistant director for customer service and administration, informs there are several regular customer satisfaction surveys to enforce the high standards HAS demands. "There's





Terminal E, Continental’s international hub, was only completed in 2005 and requires little work at this stage. However, like Terminal D it is benefiting from the improved services at immigration and customs.



**Hay there**

IAH uses around 1,200 acres of airport real estate for hay production. Charles Wall, senior airport manager, reports the program is going extremely well.

“We’ve actually been sold out a couple of times and we’re not even up to the top quality grade yet,” he says. “That will take a few more cuttings.”

The program is not only helping with bottom line revenue, keeping operations cost-effective for all users, but is a significant boon for the local community, which is always eager for livestock feed at competitive prices.

the quarterly Airports Council International (ACI) survey, another conducted by the airlines and other travel groups, and HAS does internal monitoring as well,” he says. “We want to make sure we don’t miss anything.”

According to Airports Council International, during the fourth quarter of 2008, Bush Intercontinental Airport ranked third in the United States and sixth in the world for overall passenger satisfaction.

“Because of the comprehensive surveys and monitoring HAS does, we know, for example, that about 55-60% of passengers are business travelers,” notes Saenz. “And we know that they are getting older. It means we can anticipate certain things—like the need for more passenger carts to gates and a corresponding requirement to keep the main flow routes in the airport congestion-free.

“Understanding these trends keeps us ahead of the curve,” he adds. “Another illustration of this is ambience and perception. They have become very important so we have changed signage to green on yellow instead of black on white so it reads clearer and brightens the place too. It’s minor but it’s important—the little nuts and bolts that hold the whole airport together.”

**Technology beckons**

Another key component in the airport experience is technology. This is becoming increasingly vital to efficient operations and could have a big impact on future processes and airport design.

It’s no less important in other areas. The quick take-up on self-service kiosks also helps ambience and perception for example by opening up the terminal space and providing clear lines of sight.





### Connecting at IAH

Fast transits will become even easier thanks to the extension of the Automated People Mover (APM) to Terminal A. The project means the APM will connect all five terminals at Bush Intercontinental, facilitating passenger movement and making it the ideal hub for connecting flights.

The project is being undertaken by Bombardier Transportation Systems and their director of Sales & Business Development James J. Spakauskas says the main challenge "will be integrating the new portion of the system with the existing portion of the system without impacting existing passenger operations. This will be particularly challenging during the cutover and testing and commissioning phase," he notes.

The current schedule has a completion date of end-November 2010 but Spakauskas informs his company is working with HAS to optimize the schedule and accelerate the completion date.

According to Airports Council International, during the fourth quarter of 2008, Bush Intercontinental Airport ranked third in the United States and sixth in the world for overall passenger satisfaction.

"We have also updated our Flight Information Displays," says Wall. "They're very reader-friendly now and we can get more information on there so we can push out further into the day, going as much as four hours ahead even when busy."

Wall also notes that Continental has started using boarding passes issued to cell phones and there is a long-term plan for remote check-in and screening so passengers can park, go through the requisite check-in and exit procedures and get bussed straight to the sterile side of airport.

"We look at everything," reveals the senior manager. "We even have a robot cleaner that cleans a pre-programmed space after hours."

Having passed the FAA139 Inspection for three years in a row without any problems at all, Wall is confident that IAH will only improve with age. "I guess you could say the FAA inspection is a clean bill of health for the 40 year old," he notes. "And actually, that's quite remarkable for an airport this size." ■

# BOMBARDIER CX-100

At Houston Airport since 1999.

Bombardier driverless systems operate in over 20 international airports around the world.





On course: Runway 14/32 during August 1964.

First steps: Work underway on Runway 14/32 in December 1962.



Terminal A Ticket Lobby in 1970.



IAH from the air in 1970, showing the linear arrangement of the terminals.



Terminal A takes shape, April 1968.

WABCO concept for the Inter Terminal Train in 1972.



The shape of things to come: Artist's visual of the airport from 1965.



Advert by Robertshaw Controls Company which appeared in Fortune and The Wall Street Journal.



The new era dawns: opening day at Houston Intercontinental Airport, June 8, 1969.



Hold the front page: IAH is at the cutting edge of airport design in 1966.



Flight attendants promoting the new gateway in 1969.





Aerial view from 1979 with the distinctive Host International (now the Marriott) Airport Hotel in the foreground.



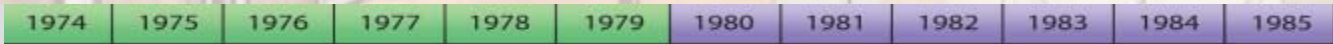
State-of-the-art in 1981: the Inter Terminal Train Control Room.



Famous face: Mickey inaugurates the IAH below ground Inter Terminal Train system in 1979.



Covering 714,000 sq. ft. and capable of handling 5.5 million passengers per year, Terminal C opened October 1981.



On the right track: Artist's visual of the Inter Terminal Train Station in 1979.



Travelers waiting to board at Terminal C in 1981.



Supersonic visitor Concorde touches down in 1985.



Continental's ultra-modern home base at Terminal C.



Bridging the gap: New taxiways spanning the airport approach roads in May 1987.



Celebrating in style: IAH's 20th birthday was marked by a gala luncheon at the Marriott Hotel.



International arrivals: Opening of Terminal D (The Mickey Leland International Airlines Building) in 1991.



Cutting edge: Terminal D was the first totally 'common use' terminal in the U.S.



Model Airport: Terminal D was specifically designed to cater for international traffic.

10,000 ft. long, Runway 09/27 went operational in 1987.



The WEDway Inter Terminal Train was extended to a two mile circuit in 1990.





In 2003, IAH started the Airport Rangers—a team of mounted security volunteers who patrol on horseback along the perimeter of 13,000 acres. With more than 600 volunteers, the program was the first in the nation and is today used as a model for other airports who want to launch the same measure.



Architect's visual of the 784,000 sq. ft. Federal Inspection Service facility.



Welcome gateway: The \$440 million Federal Inspection Service building, opened January 25, 2005.



The Automated People Mover opened in 1999, linking Terminals B & C. Extended to Terminals D/E and the Federal Inspection Service building in 2005, it will link to Terminal A in 2009.




Light rider: Terminal E, Continental's flagship facility, opened from June 3, 2003 to January 7, 2004.



New fifth runway, 8L/26R, is inaugurated October 31, 2003. Costing \$300 million, it is IAH's third parallel Category III runway.

George Bush Intercontinental Airport will officially turn 40 on June 8, 2009. To learn more about the 40th Anniversary, visit the Airport Events section at [fly2houston.com](http://fly2houston.com).





Concessions are a big part of airport business and Houston is looking to explore every opportunity.

# Ongoing initiative

**D**elaware North Companies Travel Hospitality Services is at home in many of the world's busiest airports, delivering the right mix of food, beverage and retail offerings to countless travelers.

The company has been a partner of Houston's George Bush Intercontinental Airport since 1998. In an effort to keep its program fresh, Delaware North revitalized its food and beverage program last summer, unveiling three new concepts: Fuddruckers, Schlotzsky's Deli and Peet's Coffee.

"Our clients and our customers like the new concepts," says Kevin Hendrick's, general manager of Delaware North's operation at IAH. "Having the right blend of national and regional brands is an ongoing initiative for us."



Fuddruckers, a national chain famous for its wide array of delicious burgers, is now located in Terminal A, along with popular sandwich provider Schlotzsky's Deli. Terminal B now boasts Peet's Coffee, a specialty coffee and beverage retailer.

Underlying these new concepts is GuestPath, Delaware North's proprietary customer service program. Now in its fifth year, GuestPath gives associates and managers the tools they need to deliver first-rate customer service.

According to Hendricks, it's this mix of strong brands and excellent customer service that keeps Delaware North at the forefront of the travel industry.

"We have a very supportive and forward-thinking client here at George Bush Intercontinental Airport and we welcome the challenge of constantly trying to strengthen our food and beverage program," he adds. "We're happy with our new concepts and our ability to give our guests exceptional service."

The new food and beverage offerings joined previously opened Chilis, Pizza Uno and various other brands.

## All shapes and sizes

Variety is the spice of life and a hallmark of the retail offerings at IAH. Concessionaire, The Paradise Shops, brings an assortment of stores to the airport including CNBC News, Brooks Brothers, PGA TOUR Shop, Stelzig Ranch, Brighton Collectibles and Sue Venir.

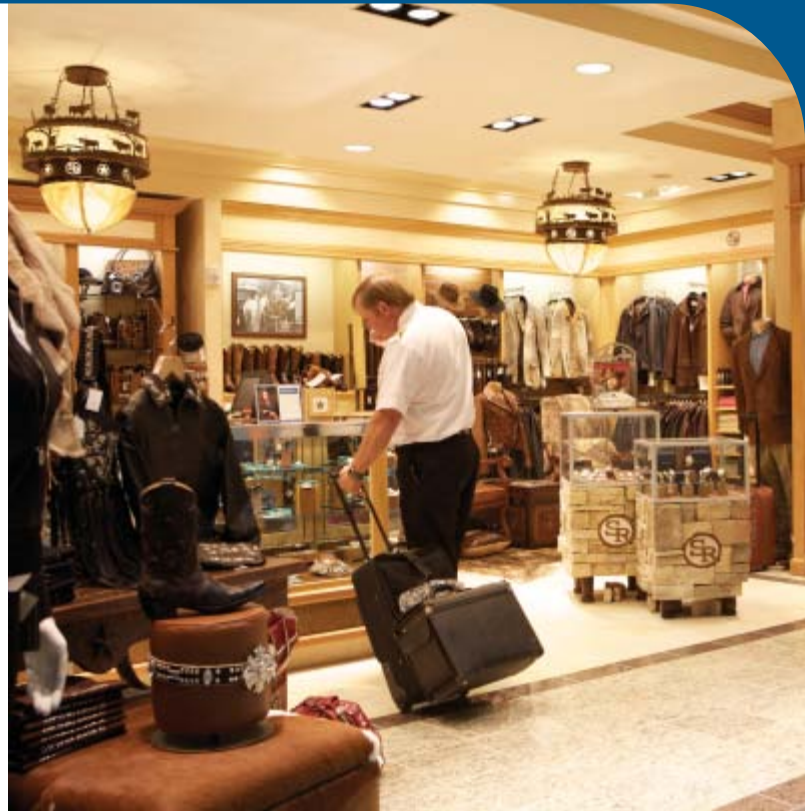
Latest additions include Bass Pro Shops, Texas MarketPlace and KidZoo. The latter features interactive kiosks to help keep children amused during the wait for boarding.

The company is also behind the XpresSpa in Terminal D, which brings a whole new level to the concept of customer service. And it is this trend of increasing customer expectations that is driving Paradies' strategy going forward. An era of choice and quality is upon us with dynamic local and national brands that complement the airport's demographic.

That choice still includes a variety of "grab 'n' go" outlets. The robotic stores in Terminals A, C and D, offering a variety of high-tech gadgets through a simple touch screen interface, have been a big hit and enable HAS to add shopping locations in smaller areas.

The Hudson newsstands at IAH and Hobby continue to offer an array of smaller items that mix affordability with quality. The company adds further depth to the retail mix at Hobby with its Rodeo Houston and Discover Houston outlets, plus the highly popular 'Life is good' store featuring the cartoon character Jake.

Hudson's mark is one of reliability—a brand that can be counted on. And the quality edge is always there, reflected most obviously in the cleanliness and presentation of all the stores, a further reflection the customer-service ethos that is the hallmark of the Houston Airport System. ■



# flying OFF THE SHELVES

Since landing in HAS in May 2007, the new Life is good store has been a great hit with travelers.

Life is good merchandise – cheerfully hued apparel, backpacks, caps, flip flops, toys and more – is available in airports exclusively through Hudson Group.



Visit us at: [www.hudsongroup.com](http://www.hudsongroup.com)



# Lean and mean

Houston continues to attract major international carriers despite the economic downturn—evidence of a robust local market.

**H**ouston has shown itself to be a highly resilient gateway despite the tough economic conditions prevailing both in the U.S. and worldwide.

Although there have been some minor cutbacks in air service attributed to the global financial crisis, HAS director of marketing Genaro Peña insists they must eliminate any inefficiency from their route networks. “Airlines have to be lean and mean in the current environment and, as their partners, airports need to be prepared to respond in kind,” he says.

The fact is Houston is still attracting big international carriers. Domestic growth may have slowed but that’s true of every airport in the country. Where Houston is very strong—and consistently getting stronger—is its international network. “That’s where the action is,” Peña confirms.

Emirates started nonstop service to/from Dubai in late 2007, and the daily flight has been a great success from day one. The airline reports its traffic is largely driven by the oil industry—a natural connector between the two energy capitals—and notes there is a sizeable cargo business in both directions as well as exceptional passenger load factors.

The strong oil network is also working in favor of Singapore Airlines, which started Houston service via Moscow in 2008. The carrier currently operates four times a week and could add more flights in 2009. Singapore recently moved its flight





schedule to prime time slots to take advantage of some strong connecting passenger banks.

And, forever proactive, representatives of various Houston organizations—including HAS—have been on a trade mission to the Russian capital to extol the virtues of the nonstop service and the synergies that exist for their respective oil, medical and aerospace industries. Additionally, Houston's world-class tourism infrastructure and affordable shopping centers are of great interest to Russian travelers.



Also starting business at Bush Intercontinental (IAH) in 2009 is Qatar Airways, which will connect direct to its hub in Doha. Peña reveals there could be further exciting developments in the year ahead with at least one major passenger carrier ready to add to Houston's burgeoning international network.

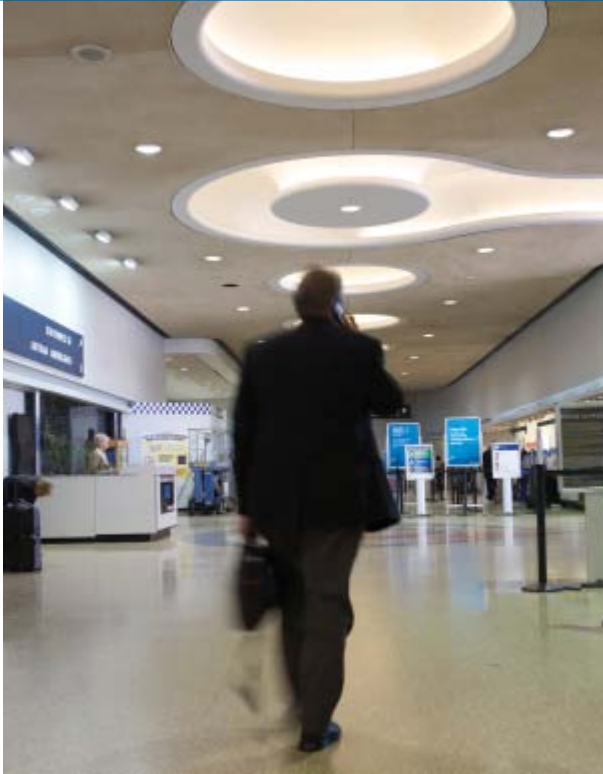
"Nobody is immune from the current economic conditions but Houston is faring better than most," he suggests.

### Hub advantages

There are numerous factors involved in Houston's durable market—booming medical and technology sectors, optimized business conditions and an enviable lifestyle, not to mention the oil juggernaut—but an often overlooked part of the success is its role as a hub gateway.

Emirates started nonstop service to/from Dubai in late 2007, and the daily flight has been a great success from day one. The airline reports its traffic is largely driven by the oil industry—a natural connector between the two energy capitals.





Houston's second hub, William P. Hobby Airport, is home to Southwest Airlines and is doing very well. 2008 could see an increase in traffic over the previous year despite the industry downturn.

It's very much a plus-point in the modern market, according to Molly Waits, senior marketing executive at HAS. "Although new entrants have strong competition to face, that's a fact of life in the fierce airline business, and in Houston there are more pros than cons: a vibrant market, cost-effectiveness and plenty of activity in terms of passenger numbers and infrastructure development to name but a few," she notes. "Airlines like to fly to a facility that is already operating at maximum efficiency."

Underlining the point is the sustained diversification at IAH, despite Continental's dominance. All the major alliances are



**PGAL**  
www.pgal.com

- Cargo Facilities
- Concessions
- Hangars
- Hospitality
- Rental Car Facilities
- Taxiways & Runways
- Terminals
- Vehicle Maint. Facilities

## REACHING NEW HORIZONS IN AVIATION DESIGN

More Than 60 Years of Planning & Design

Over One Billion Square Feet in Aviation Experience  
From Coast to Coast

Alexandria | Atlanta | Austin | Boca Raton | Boston | Dallas | Ft. Lauderdale | Houston | Las Vegas | Los Angeles | Phoenix





Houston's twin hubs present a unique opportunity for domestic carriers. They can choose between the low-cost, ultra-convenient Hobby and the international gateway status of Bush, with its dominance as a business traffic hub.

represented and there are some long-time "frequent fliers". KLM has been serving Houston for over 50 years, Air France is approaching its 40th anniversary and British Airways is only a couple of years behind that. Other carriers don't just survive at Houston—they do very well.

"And in effect we have two hubs at Houston," says Waits. "We have Continental at Bush and Southwest at William P. Hobby Airport. Hobby is actually doing very well and 2008 could see an increase in traffic over the previous year despite the in-

dustry downturn. Southwest is certainly doing a lot better thanks to the Central Concourse development—that's helped consolidate their operations.

"Of course, it helps the other carriers too," she adds. "It frees up other areas of the airport and perhaps gives them the opportunity of some additional connecting traffic. A strong network provides all carriers with critical mass. Any airline looks first to its own point-to-point route but the hub traffic is also a consideration. We're ahead of the curve here in all these respects and we've made sure we have room for everybody."

There are other hub advantages at Houston. For example, the twin hubs present a unique opportunity for domestic carriers. They can choose between the low-cost, ultra-convenient Hobby and the international gateway status of Bush, with its dominance as a business traffic hub. HAS is dedicated to working with the airlines to help them make the right decision.

HAS is also helping its airline customers in other ways, such as through its incentive program. Waits describes this as a "deal-sweetener"—a thank you for doing business. Landing fees for new international destinations are rebated, although the focus is always on the long-term partnership and the market opportunity that exists in Houston.

"Our incentives are meant to attract carriers that will enjoy long-term success," Waits informs.



**European links**

U.S.-E.U. "Open Skies" talks are progressing and Houston is already benefiting from the agreement. The real opportunity lies in the link with new long-range aircraft, which is placing Houston at the forefront of viable U.S. gateways. Already the IAH-London Heathrow link has some 54 flights per week with British Airways and Continental Airlines each offering two daily flights.

In October 2008 British Airways upgraded its aircraft size from Boeing 777s to Boeing 747s. The extra capacity underlines BA's confidence, commitment and support for the Houston market, says Mike Karl, BA station manager.



Last year BA could only serve IAH nonstop from London Gatwick—its Heathrow flights needed to go via another city. Now the carrier flies direct from Bush into the new and spacious Terminal 5 (T5) at Heathrow. "This change represents a huge improvement for customer service and punctuality for the route," notes Karl.

The move to T5 has also resulted in improved connections to many oil and gas destinations throughout the BA system, further strengthening the Houston service.

In 2009, the UK carrier will be refurbishing both its First Class and Executive Club lounges at IAH. The new facilities, to be completed in BA's 'Galleries' style, will be able to accommodate at least 160 passengers.

Karl is also looking forward to other infrastructure developments at IAH. He says the new in-line baggage system due for completion in 2010 will help expedite departures and a proposed additional security check-point will similarly assist passengers.

A strong network provides all carriers with critical mass. Any airline looks first to its own point-to-point route but the hub traffic is also a consideration. Houston is ahead of the curve in all respects and has made sure there is room for everybody.

And with long-term success in mind, HAS has begun lobbying hard for a relaxation of U.S. visa rules for transit passengers. Currently, Mexicans, as well as some other nationals, need a visa just to transit a U.S. airport. Bush Intercontinental is not the only U.S. gateway affected but probably loses out more than most due to its vibrant Latin American connections.

HAS management is determined to have its voice heard and will lobby the new Administration for a review of the current regulations. The Houston hub can only benefit from revised visa rules for transiting international passengers. ■

[www.ara.com/transportation](http://www.ara.com/transportation)

**ARA**  
TRANSPORTATION

*Proud to be serving the Houston Airport System*

phone  
217.356.4500  
608.274.6409

**Pavement Evaluation, Design & Management**





**Marriott.**  
**HOUSTON AIRPORT  
AT GEORGE BUSH  
INTERCONTINENTAL**

---

**EVERYTHING IS  
ANTICIPATED.  
NOTHING IS  
OVERLOOKED.**

Working from a laptop isn't as easy as working from a corner office. But staying at the Houston Airport Marriott makes business on the road just as productive. Our reliable staff and well-appointed rooms ensure every stay at Marriott surpasses your expectations. **Going above and beyond.**

---

*Ideally located within the airport grounds, connected via complimentary underground tram and just a three-minute ride away.*

---

**IT'S THE MARRIOTT WAY.<sup>SM</sup>**

**Houston Airport Marriott at  
George Bush Intercontinental  
Houston, TX**

To reserve your room, call  
**1-800-MARRIOTT** or visit  
**Marriott.com.**



# The proving ground

George Bush Intercontinental Airport is the ideal hub for pushing the boundaries of Continental Airlines' operations and customer service.

Continental dominates operations at IAH being responsible for 85% of the airport's traffic. Terminal E is the carrier's showcase facility, opened for operations in 2005. The 23-gate building is state-of-the-art all the way, from the futuristic blue lighting which dazzles night-time visitors to the zero-emission electric tugs that make ground handling efficient and environmentally friendly.

Inside, food and beverage opportunities range from wholesome local fare to international haute cuisine while the retail concessions are no less impressive in their range. Topping things off is the largest President's Club in the entire Continental system—26,000 sq. ft. of executive tranquility.

Continental's international connections from IAH are flourishing. Star of the show is the Latin American network with IAH customers offered more than 650 weekly departures from IAH to 53 destinations in Latin America and the Caribbean. Recent additions include nonstop seasonal service to Rio de Janeiro.

This could be boosted to a year-round daily service if Continental is successful in its application with the U.S. Department of Transportation (DOT). The service would begin in June 2009 using a Boeing 767-200 aircraft with 25 seats in BusinessFirst class and 149 in coach.





Continental's showcase facility, Terminal E, is state-of-the-art all the way, from the futuristic blue lighting which dazzles night-time visitors to the zero-emission electric tugs that make ground handling efficient and environmentally friendly.

Domestic operations are consolidating well and will be further boosted by the redevelopment of Terminal B. Debbie Price, Continental's vice president of operations at IAH, says the upgraded facility—which will feature a pier-style design more convenient for passengers and airlines than the current pods—offers huge benefits and allows the expansion of the Continental Express services stationed there.

"And at Terminal C we have opened a new in-line baggage system in conjunction with the TSA," she says. "There are 10 positions for automated screening. If there's a problem with a bag it gets sent for a manual inspection. It's been a big improvement."

Terminal C had a facelift a couple of years back, which was well received, and attention has now turned to further improving the lobby area. Due for completion in 2010 a remodel will allow for more self-service kiosks—the first terminal in the Continental network to be designed with this specific technology in mind.

### Catering quality

Continental Airlines owns and operates Chelsea Food Services. The emphasis is on a quality product and judging by the J. D. Power & Associates award for best long-haul food service among U.S. carriers and best short-haul domestic service, Continental has certainly got it right.

The menus are designed by a 22-member Congress of Chefs comprising airline and restaurant chefs, caterers and food suppliers. Included are four celebrity chefs: Roy Yamaguchi of Roy's Restaurant in Honolulu; Michael Cordua of Americas, Churrascos, Artista and Amazon Grill in Houston; James Canora, known in the culinary world as the "Chef to the



Images: Chelsea Food Services



Stars"; and Paul Minnillo of The Baricelli Inn in Cleveland.

These four provide creative direction and work towards a fusion of world foods and flavors, derived from the regions where service is offered.

But it's not all about cordon bleu creations—there is a more homely aspect to the service as well. Freshly baked bread, made daily in the Chelsea kitchens, is one of the airline's specialties. Some 15,000 bread pieces, including dinner rolls, sandwich rolls and breakfast muffins, are made daily in the Houston kitchen alone.

In all, the airline offers over 100 different menus and caters 33 million meals annually.



**Test bed**

In fact, IAH acts as the test bed for all of Continental’s innovative ideas. Price says this is because of the airline’s great partnership with HAS. “You try out ideas where you feel safe and in control,” she suggests. “IAH is such a great airport and our partners so cooperative that it is the logical location for new initiatives.”

Mobile boarding, using a cell phone or PDA (Personal Digital Assistant), is a case in point. Continental was the first U.S. airline to offer it and IAH the first U.S. airport. This, and all related technology, is being carefully evaluated. With customers having the option of self-service or full-service or any level in-between, plenty of monitoring needs to be done. Price informs there are constant reports landing on her desk, allowing the airline to refine processes, staffing and operations accordingly—not only at IAH but throughout the network.

Another new technology now online at Houston is Aero-bahn, which basically lets the airline management see all its planes on the ground. “So if an airliner is held for any length of time, we can see that as well as all the relevant information,” says the VP.

“It allows us to make more informed decisions. It’s working very well and has also been installed at our New York hub at Newark Liberty.”

Continental—which flies around 69 million passengers annually—has plenty more innovation lined up for 2009. Onboard the aircraft lie-flat seats, live TV, and WiFi are being introduced.



Continental Airlines

**Larry Kellner**  
Continental chairman and CEO

“The Houston Airport System and the development of Bush Intercontinental Airport have been instrumental to Continental’s domestic and international growth at our largest hub. We look forward to our continued strong partnership and a promising future together.”

In the terminal, improved customer displays at gates will be offered. The latter will contain far more information on the flight, essentially making them a great communications tool that assists both customers and gate agents.

Continental dominates operations at Bush Intercontinental being responsible for 85% of the airport’s traffic.



**Space and vision**

Price confirms that it's the "ease of using IAH that is our greatest advantage." Little doubt then Continental's operations will continue to grow.

Approximately 70% of Continental's traffic at IAH is transit. This is due not only to Houston's great geographical location for both north-south and east-west routings but also the efficiency of IAH's facilities and services—which will be enhanced by the extension of the Automated People Mover to Terminal A.

"We will continue to look for opportunities for our Latin American and European networks," says Price. "Houston is in a position to grow. What we have to do is marry gates and aircraft types. Our forthcoming Boeing 787s will give us so many options in that respect.

"Everything else is here," she concludes. "We are blessed with a hub with five runways, five terminals and the space and vision to push the boundaries. There's not much that we're missing!" ■



"Houston is in a position to grow. What we have to do is marry gates and aircraft types. Our forthcoming Boeing 787s will give us so many options in that respect."

Continental Airlines



- Access Control/CCTV
- Airport Operations
- FIDS/BIDS/RIDS
- ERP/Financial
- Asset Management
- CIP/Projects Tracking

**Information Technology Program and Project Management**

Greenville, SC	DL 1472	DL 1703	1:20 PM
Greenville, SC	DL 1500	DL 1703	1:20 PM
Greenville, SC	DL 1540	DL 1703	1:20 PM
Greenville, SC	DL 1580	DL 1703	1:20 PM
Greenville, SC	DL 1620	DL 1703	1:20 PM
Greenville, SC	DL 1660	DL 1703	1:20 PM
Greenville, SC	DL 1700	DL 1703	1:20 PM
Greenville, SC	DL 1740	DL 1703	1:20 PM
Greenville, SC	DL 1780	DL 1703	1:20 PM
Greenville, SC	DL 1820	DL 1703	1:20 PM
Greenville, SC	DL 1860	DL 1703	1:20 PM
Greenville, SC	DL 1900	DL 1703	1:20 PM
Greenville, SC	DL 1940	DL 1703	1:20 PM
Greenville, SC	DL 1980	DL 1703	1:20 PM
Greenville, SC	DL 2020	DL 1703	1:20 PM
Greenville, SC	DL 2060	DL 1703	1:20 PM
Greenville, SC	DL 2100	DL 1703	1:20 PM
Greenville, SC	DL 2140	DL 1703	1:20 PM
Greenville, SC	DL 2180	DL 1703	1:20 PM
Greenville, SC	DL 2220	DL 1703	1:20 PM
Greenville, SC	DL 2260	DL 1703	1:20 PM
Greenville, SC	DL 2300	DL 1703	1:20 PM
Greenville, SC	DL 2340	DL 1703	1:20 PM
Greenville, SC	DL 2380	DL 1703	1:20 PM
Greenville, SC	DL 2420	DL 1703	1:20 PM
Greenville, SC	DL 2460	DL 1703	1:20 PM
Greenville, SC	DL 2500	DL 1703	1:20 PM
Greenville, SC	DL 2540	DL 1703	1:20 PM
Greenville, SC	DL 2580	DL 1703	1:20 PM
Greenville, SC	DL 2620	DL 1703	1:20 PM
Greenville, SC	DL 2660	DL 1703	1:20 PM
Greenville, SC	DL 2700	DL 1703	1:20 PM
Greenville, SC	DL 2740	DL 1703	1:20 PM
Greenville, SC	DL 2780	DL 1703	1:20 PM
Greenville, SC	DL 2820	DL 1703	1:20 PM
Greenville, SC	DL 2860	DL 1703	1:20 PM
Greenville, SC	DL 2900	DL 1703	1:20 PM
Greenville, SC	DL 2940	DL 1703	1:20 PM
Greenville, SC	DL 2980	DL 1703	1:20 PM
Greenville, SC	DL 3020	DL 1703	1:20 PM
Greenville, SC	DL 3060	DL 1703	1:20 PM
Greenville, SC	DL 3100	DL 1703	1:20 PM
Greenville, SC	DL 3140	DL 1703	1:20 PM
Greenville, SC	DL 3180	DL 1703	1:20 PM
Greenville, SC	DL 3220	DL 1703	1:20 PM
Greenville, SC	DL 3260	DL 1703	1:20 PM
Greenville, SC	DL 3300	DL 1703	1:20 PM
Greenville, SC	DL 3340	DL 1703	1:20 PM
Greenville, SC	DL 3380	DL 1703	1:20 PM
Greenville, SC	DL 3420	DL 1703	1:20 PM
Greenville, SC	DL 3460	DL 1703	1:20 PM
Greenville, SC	DL 3500	DL 1703	1:20 PM
Greenville, SC	DL 3540	DL 1703	1:20 PM
Greenville, SC	DL 3580	DL 1703	1:20 PM
Greenville, SC	DL 3620	DL 1703	1:20 PM
Greenville, SC	DL 3660	DL 1703	1:20 PM
Greenville, SC	DL 3700	DL 1703	1:20 PM
Greenville, SC	DL 3740	DL 1703	1:20 PM
Greenville, SC	DL 3780	DL 1703	1:20 PM
Greenville, SC	DL 3820	DL 1703	1:20 PM
Greenville, SC	DL 3860	DL 1703	1:20 PM
Greenville, SC	DL 3900	DL 1703	1:20 PM
Greenville, SC	DL 3940	DL 1703	1:20 PM
Greenville, SC	DL 3980	DL 1703	1:20 PM
Greenville, SC	DL 4020	DL 1703	1:20 PM
Greenville, SC	DL 4060	DL 1703	1:20 PM
Greenville, SC	DL 4100	DL 1703	1:20 PM
Greenville, SC	DL 4140	DL 1703	1:20 PM
Greenville, SC	DL 4180	DL 1703	1:20 PM
Greenville, SC	DL 4220	DL 1703	1:20 PM
Greenville, SC	DL 4260	DL 1703	1:20 PM
Greenville, SC	DL 4300	DL 1703	1:20 PM
Greenville, SC	DL 4340	DL 1703	1:20 PM
Greenville, SC	DL 4380	DL 1703	1:20 PM
Greenville, SC	DL 4420	DL 1703	1:20 PM
Greenville, SC	DL 4460	DL 1703	1:20 PM
Greenville, SC	DL 4500	DL 1703	1:20 PM
Greenville, SC	DL 4540	DL 1703	1:20 PM
Greenville, SC	DL 4580	DL 1703	1:20 PM
Greenville, SC	DL 4620	DL 1703	1:20 PM
Greenville, SC	DL 4660	DL 1703	1:20 PM
Greenville, SC	DL 4700	DL 1703	1:20 PM
Greenville, SC	DL 4740	DL 1703	1:20 PM
Greenville, SC	DL 4780	DL 1703	1:20 PM
Greenville, SC	DL 4820	DL 1703	1:20 PM
Greenville, SC	DL 4860	DL 1703	1:20 PM
Greenville, SC	DL 4900	DL 1703	1:20 PM
Greenville, SC	DL 4940	DL 1703	1:20 PM
Greenville, SC	DL 4980	DL 1703	1:20 PM
Greenville, SC	DL 5020	DL 1703	1:20 PM
Greenville, SC	DL 5060	DL 1703	1:20 PM
Greenville, SC	DL 5100	DL 1703	1:20 PM
Greenville, SC	DL 5140	DL 1703	1:20 PM
Greenville, SC	DL 5180	DL 1703	1:20 PM
Greenville, SC	DL 5220	DL 1703	1:20 PM
Greenville, SC	DL 5260	DL 1703	1:20 PM
Greenville, SC	DL 5300	DL 1703	1:20 PM
Greenville, SC	DL 5340	DL 1703	1:20 PM
Greenville, SC	DL 5380	DL 1703	1:20 PM
Greenville, SC	DL 5420	DL 1703	1:20 PM
Greenville, SC	DL 5460	DL 1703	1:20 PM
Greenville, SC	DL 5500	DL 1703	1:20 PM
Greenville, SC	DL 5540	DL 1703	1:20 PM
Greenville, SC	DL 5580	DL 1703	1:20 PM
Greenville, SC	DL 5620	DL 1703	1:20 PM
Greenville, SC	DL 5660	DL 1703	1:20 PM
Greenville, SC	DL 5700	DL 1703	1:20 PM
Greenville, SC	DL 5740	DL 1703	1:20 PM
Greenville, SC	DL 5780	DL 1703	1:20 PM
Greenville, SC	DL 5820	DL 1703	1:20 PM
Greenville, SC	DL 5860	DL 1703	1:20 PM
Greenville, SC	DL 5900	DL 1703	1:20 PM
Greenville, SC	DL 5940	DL 1703	1:20 PM
Greenville, SC	DL 5980	DL 1703	1:20 PM
Greenville, SC	DL 6020	DL 1703	1:20 PM
Greenville, SC	DL 6060	DL 1703	1:20 PM
Greenville, SC	DL 6100	DL 1703	1:20 PM
Greenville, SC	DL 6140	DL 1703	1:20 PM
Greenville, SC	DL 6180	DL 1703	1:20 PM
Greenville, SC	DL 6220	DL 1703	1:20 PM
Greenville, SC	DL 6260	DL 1703	1:20 PM
Greenville, SC	DL 6300	DL 1703	1:20 PM
Greenville, SC	DL 6340	DL 1703	1:20 PM
Greenville, SC	DL 6380	DL 1703	1:20 PM
Greenville, SC	DL 6420	DL 1703	1:20 PM
Greenville, SC	DL 6460	DL 1703	1:20 PM
Greenville, SC	DL 6500	DL 1703	1:20 PM
Greenville, SC	DL 6540	DL 1703	1:20 PM
Greenville, SC	DL 6580	DL 1703	1:20 PM
Greenville, SC	DL 6620	DL 1703	1:20 PM
Greenville, SC	DL 6660	DL 1703	1:20 PM
Greenville, SC	DL 6700	DL 1703	1:20 PM
Greenville, SC	DL 6740	DL 1703	1:20 PM
Greenville, SC	DL 6780	DL 1703	1:20 PM
Greenville, SC	DL 6820	DL 1703	1:20 PM
Greenville, SC	DL 6860	DL 1703	1:20 PM
Greenville, SC	DL 6900	DL 1703	1:20 PM
Greenville, SC	DL 6940	DL 1703	1:20 PM
Greenville, SC	DL 6980	DL 1703	1:20 PM
Greenville, SC	DL 7020	DL 1703	1:20 PM
Greenville, SC	DL 7060	DL 1703	1:20 PM
Greenville, SC	DL 7100	DL 1703	1:20 PM
Greenville, SC	DL 7140	DL 1703	1:20 PM
Greenville, SC	DL 7180	DL 1703	1:20 PM
Greenville, SC	DL 7220	DL 1703	1:20 PM
Greenville, SC	DL 7260	DL 1703	1:20 PM
Greenville, SC	DL 7300	DL 1703	1:20 PM
Greenville, SC	DL 7340	DL 1703	1:20 PM
Greenville, SC	DL 7380	DL 1703	1:20 PM
Greenville, SC	DL 7420	DL 1703	1:20 PM
Greenville, SC	DL 7460	DL 1703	1:20 PM
Greenville, SC	DL 7500	DL 1703	1:20 PM
Greenville, SC	DL 7540	DL 1703	1:20 PM
Greenville, SC	DL 7580	DL 1703	1:20 PM
Greenville, SC	DL 7620	DL 1703	1:20 PM
Greenville, SC	DL 7660	DL 1703	1:20 PM
Greenville, SC	DL 7700	DL 1703	1:20 PM
Greenville, SC	DL 7740	DL 1703	1:20 PM
Greenville, SC	DL 7780	DL 1703	1:20 PM
Greenville, SC	DL 7820	DL 1703	1:20 PM
Greenville, SC	DL 7860	DL 1703	1:20 PM
Greenville, SC	DL 7900	DL 1703	1:20 PM
Greenville, SC	DL 7940	DL 1703	1:20 PM
Greenville, SC	DL 7980	DL 1703	1:20 PM
Greenville, SC	DL 8020	DL 1703	1:20 PM
Greenville, SC	DL 8060	DL 1703	1:20 PM
Greenville, SC	DL 8100	DL 1703	1:20 PM
Greenville, SC	DL 8140	DL 1703	1:20 PM
Greenville, SC	DL 8180	DL 1703	1:20 PM
Greenville, SC	DL 8220	DL 1703	1:20 PM
Greenville, SC	DL 8260	DL 1703	1:20 PM
Greenville, SC	DL 8300	DL 1703	1:20 PM
Greenville, SC	DL 8340	DL 1703	1:20 PM
Greenville, SC	DL 8380	DL 1703	1:20 PM
Greenville, SC	DL 8420	DL 1703	1:20 PM
Greenville, SC	DL 8460	DL 1703	1:20 PM
Greenville, SC	DL 8500	DL 1703	1:20 PM
Greenville, SC	DL 8540	DL 1703	1:20 PM
Greenville, SC	DL 8580	DL 1703	1:20 PM
Greenville, SC	DL 8620	DL 1703	1:20 PM
Greenville, SC	DL 8660	DL 1703	1:20 PM
Greenville, SC	DL 8700	DL 1703	1:20 PM
Greenville, SC	DL 8740	DL 1703	1:20 PM
Greenville, SC	DL 8780	DL 1703	1:20 PM
Greenville, SC	DL 8820	DL 1703	1:20 PM
Greenville, SC	DL 8860	DL 1703	1:20 PM
Greenville, SC	DL 8900	DL 1703	1:20 PM
Greenville, SC	DL 8940	DL 1703	1:20 PM
Greenville, SC	DL 8980	DL 1703	1:20 PM
Greenville, SC	DL 9020	DL 1703	1:20 PM
Greenville, SC	DL 9060	DL 1703	1:20 PM
Greenville, SC	DL 9100	DL 1703	1:20 PM
Greenville, SC	DL 9140	DL 1703	1:20 PM
Greenville, SC	DL 9180	DL 1703	1:20 PM
Greenville, SC	DL 9220	DL 1703	1:20 PM
Greenville, SC	DL 9260	DL 1703	1:20 PM
Greenville, SC	DL 9300	DL 1703	1:20 PM
Greenville, SC	DL 9340	DL 1703	1:20 PM
Greenville, SC	DL 9380	DL 1703	1:20 PM
Greenville, SC	DL 9420	DL 1703	1:20 PM
Greenville, SC	DL 9460	DL 1703	1:20 PM
Greenville, SC	DL 9500	DL 1703	1:20 PM
Greenville, SC	DL 9540	DL 1703	1:20 PM
Greenville, SC	DL 9580	DL 1703	1:20 PM
Greenville, SC	DL 9620	DL 1703	1:20 PM
Greenville, SC	DL 9660	DL 1703	1:20 PM
Greenville, SC	DL 9700	DL 1703	1:20 PM
Greenville, SC	DL 9740	DL 1703	1:20 PM
Greenville, SC	DL 9780	DL 1703	1:20 PM
Greenville, SC	DL 9820	DL 1703	1:20 PM
Greenville, SC	DL 9860	DL 1703	1:20 PM
Greenville, SC	DL 9900	DL 1703	1:20 PM
Greenville, SC	DL 9940	DL 1703	1:20 PM
Greenville, SC	DL 9980	DL 1703	1:20 PM
Greenville, SC	DL 10000	DL 1703	1:20 PM

planning  
design  
development  
integration  
business processes  
project management



**CONSULTANTS TO AIRPORTS AND THE PUBLIC SECTOR**  
Providing information technology strategic planning, program/project management, integration, and implementation services to airports and the public sector since 1989

[www.derekconsulting.com](http://www.derekconsulting.com)  
Philadelphia • Houston

**IT Program Managers for the Houston Airport System**





# Exploiting potential

Global economic issues haven't stopped Houston looking to continue expansion of its valuable air freight trade.

**W**ith more than 550,000 sq. ft. of cargo space, the Cargo Center at Bush Intercontinental Airport establishes IAH as a major gateway for air cargo, capable of handling the demands of any importer, exporter or shipper.

Cargo traffic figures back up this claim. International tonnage in the first 10 months of 2008 rose to 153,320 Metric Tons, a gain of 5.6%. The most significant markets include Europe and Central/South America—with respective year-over-year increases of 8.6% and 11.3%.

With ample room for further growth, it is little wonder Houston is ranked one of the five most logistics-friendly cities in the United States. IAH is already in the top 20 cargo airports in the U.S. and is one of the fastest growing. With some strong passenger and cargo airlines adding to the 12 all-cargo carrier roster in 2009, the future remains bright for Houston.

"The fuel price hikes and economic downturn hit cargo very hard and plenty of packages shifted transportation mode as companies weighed up the extra expense of air freight with the extra transit time of sea freight and decided to favor the latter," says Genaro Peña, HAS director of marketing.

"But that hasn't stopped our international cargo growing," he adds. "And that's because Houston represents such a great market. In fact the worse things get, the better a place this is to be."



### New arrivals

One reason for Houston's progressive vitality is the oil industry. Still the region's biggest market driver, IAH continues to exploit any opportunities thrown up by this important industry. Peña confirms there's a strong business link with West Africa in this regard and discussions on a suitable service are a regular occurrence with a number of interested parties.

"Also, our Asian service has really developed on the back of the manufacturing sector and we're also doing well into Europe," says the marketing director. "There are now four wide-bodies with belly cargo capacity going from here into London Heathrow and beyond every day."

Asia will also benefit from a new Cathay Pacific Cargo service, due to start in 2009. The business rationale behind the decision to start Houston operations is sound, according to Peña. "Simply, the U.S. will remain the biggest consumer market and China will continue to supply us," he says. "Cathay Pacific is being very pro-active despite the downturn in the world economy. Airlines should be looking to get a foothold now while others have taken their eye off the ball."

With ample room for further growth, it is little wonder Houston is ranked one of the five most logistics-friendly cities in the United States. IAH is already in the top 20 cargo airports in the U.S. and is one of the fastest growing.





**Cargo Security**

The Certified Cargo Screening Program (CCSP) that comes into force in August 2010 will make the 100% screening of belly cargo mandatory. However, numerous questions remain to be answered including the best technology to use and the cost to the market.

HAS director of marketing Genaro Peña believes the market will adjust and agents will help airlines by taking some of the responsibility. "Time-definite packages only have one option and that's air freight," he stresses. "And remember, the 100% rule doesn't affect all-cargo aircraft yet."

Southwest Airlines already does 100% screening of belly cargo although admittedly they only have one aircraft type—the Boeing 737—and therefore a workable system is that much easier to devise.

"CCSP will be a problem for those airlines that aren't efficient enough to cope," says Peña. "But we are here to help them because the airport would be affected if packages regularly got bumped off flights. Airlines are our partners and we'll work through this requirement together."

Meanwhile, Airbridge Cargo will resume operations into Krasnoyarsk in Russia, via Canada, using an extended range Boeing 747-400 freighter. The carrier was set to begin a regular service in 2008 but has undergone a management change, which has slightly delayed operations.

Russia though is already benefiting from Singapore Airlines' passenger service into Moscow, offering belly cargo uplift. This has developed into a significant freight link as Russia is the biggest consumer of cut flowers in the world.

**Fresh produce**

Indeed, perishables of all kinds are just waiting for carriers, says Peña. A new 61,484 sq. ft. facility specially equipped to handle sensitive freight is awaiting a tenant and there are a number of interested parties ready to take advantage. "It's a golden opportunity especially during the world recession," he notes. "There are some very obvious routes to and from Houston."

Aside from the Russian connection, the two most compelling services involve Venezuela and Brazil. Both would command a strong trade in oil-related freight on the southbound leg and there is a planeload of perishables waiting to come north.

---

"Our Asian service has really developed on the back of the manufacturing sector and we're also doing well into Europe. There are now four widebodies with belly cargo capacity going from here into London Heathrow and beyond every day."



Cementing Houston as a perishables center is a key initiative for IAH. Logistically it's a great option for carriers and forwarders because their goods get to the market much faster and cheaper than going through Miami

Cementing Houston as a perishables center is a key initiative for IAH. Logistically it's a great option for carriers and forwarders because their goods get to the market much faster and cheaper than going through Miami—the traditional perishables gateway. Because this is such an old routing there are some very set minds but Houston now represents a mind-blowing alternative. Peña says it's not a question of whether there will be change but when and reiterates his point about pro-active airlines needing to get a foothold now.

Certainly, Houston is now firmly entrenched as a prime cargo gateway. Alongside strong Asian and European services, other key markets are making their presence felt—belly cargo to and from Dubai and Singapore being the obvious examples.

"The Houston market is not just about the city, the State of Texas or even the U.S. itself," concludes Peña. "We are also the link to the Latin American market, to Brazil, Chile and Peru. Cargo will develop along these lines. It's a very exciting future with Houston as a crucial node in a global supply chain." ■



### Business booms at IAH

Houston remains a vibrant market despite the turbulent conditions currently affecting the world economy.

So strong is the local situation that IAH's largest cargo facilities provider, Aeroterm, is looking to expand. "Aeroterm likes to stay close to our customers in understanding their facility needs in a changing economic environment," says Steve Kradjian, vice president of Aeroterm. "Accordingly, we will be completing a \$3 million investment in our East Cargo facilities in order to better accommodate our customers' needs."

Kradjian believes Houston's position as the center of the energy industry has largely insulated the city from the economic downturn gripping the country. "Things have slowed a little, but not to the extent of other locations," he says.

"In fact, Houston is one of the few domestic gateways to see new cargo entrants to its market. Qatar Airways is starting at IAH in spring 2009 and correspondingly will be starting a large cargo operation."

### FOCUS, TEAMWORK, EXPERIENCE, CAPITAL RESOURCES, GROWTH

PROPERTY INVESTMENT AND DEVELOPMENT  
CAPITAL ALLOCATION AND STRUCTURED FINANCE  
PROPERTY MANAGEMENT, ADMINISTRATION AND LEASING  
For more information please contact our Houston Office:

281.443.1500

AEROTERM is the leading provider of capital, expertise, and facility related services to airports throughout North America and expanding.

With over 9.5 million sf of property at more than 35 airports and growing, Aeroterm is the world's airport facility leader. We specialize in the development, acquisition, financing, construction, leasing and management of airport properties.

[www.aeroterm.com](http://www.aeroterm.com)

**AEROTERM**

# Journey of the imagination

The Houston Airport System's art program continues to inspire travelers and the community at large.

**"A**irport art must be uplifting," says Pam Ingersoll, senior project manager for the HAS art program. "It must take you somewhere—you're on a journey after all."

That somewhere could be almost anywhere if the amazing variety of art projects at HAS is anything to go by. In 2009, the main promotion will be the NASA 50th anniversary celebration. Houston's three airports have been chosen by the city as the ideal venue to mark the milestone. "It's a very exciting project," says Ingersoll, "and we'll be using NASA equipment displays as well as more creative interpretations."

Closer to home, HAS is proving its place in the community by hosting the Texas Children's Hospital art contest in early 2009. Ingersoll confirms this is just the start of its community program and there will be plenty of similar events throughout the year.

Light Spikes—whose 24-ft. columns represent the eight nations that attended Houston's Economic Summit of Industrial Nations in 1990—is the symbol of George Bush Intercontinental Airport.





### The magnificent seven

Aside from the local exhibitions, the art program is currently centered on an assortment of main projects. Arguably the most important are the two 'gateway' developments. These will be substantial outdoor artworks situated at the entrances to Bush Intercontinental and Hobby Airports. The IAH piece will cost approximately \$1 million and celebrate the interna-



tional airport's 40th anniversary while \$400,000 has been put aside for the Hobby project.

"We are working on the selection process for both assignments now," Ingersoll informs. "First, the selection panel—which is comprised of local art professionals and community leaders—choose several artists to submit designs. The panel then makes a final decision on the piece. You're usually looking at 18-24 months for a project from start to finish."

Aside from the gateway sculptures there is an indoor piece at Hobby called Over Houston. Local artist, Gordon Huether, has flown over the entire city and captured images of landmarks such as Buffalo Bayou and the Port of Houston. The best of these photos will be displayed in the glass panels lining post-security. The work will be installed from early 2009 onwards.

"There will also be a new free-standing work of art at the new Automated People Mover (APM) stop at Terminal A at IAH," says Ingersoll. "An artist call is out for that and the aim is to have it installed when the stop opens."

A fifth undertaking is two additional beaded columns on display at the Federal Inspection Services (FIS) building, situated close to the escalators. The designs reflect an international welcoming theme, reminiscent of Houston and Texas.

And just outside the FIS departure area is Leopard Sky, a piece involving a myriad of mirrors, which will benefit from renovation treatment as needed.

The total cost of the projects is estimated at \$3 million and work will be completed in an 18-24 month timeframe.





*One Company, One Call.*

**psi** Information  
To Build On  
Engineering • Consulting • Testing

1714 Memorial Drive • Houston, TX 77007  
713-224-2047 - phone • 713-227-8914 - fax  
[www.psiusa.com](http://www.psiusa.com)

### Moving art

Despite the intense activity, Light Spikes will remain the centerpiece of the art program and symbol of IAH. The piece was created by Jay Baker in 1990 and was originally on display in downtown Houston. It now stands in the IAH grounds and presents a particularly stunning view at night.

Renovation of the 24-ft. columns—which represent the eight countries that attended Houston’s Economic Summit of Industrial Nations in 1990—is now complete and the new lights within will be good for over a decade. The structure has also been upgraded with aircraft-grade aluminum, which will withstand hurricane-force winds.

Ingersoll notes that the impressive art collection is the result of an asserted emphasis on renovation and conservation. “We have an in-house team comprising different disciplines, everything from engineers to the crafts,” says Ingersoll. “We spend time, money and effort on our art program and it is making a huge difference to all our customers and visitors. We simply won’t let things deteriorate.”

In fact, the already extensive art program at Houston’s airports is only getting better. Ingersoll reveals a sculpture garden is under serious consideration and there are plans to continue with a huge number of temporary exhibits from artists seeking space to showcase their work.

“The art program has enjoyed very positive feedback,” she confirms. “It involves the local community, artists and is of course very much part of the customer service ethos of HAS. We feel journeys of the mind can be every bit as important as those by plane.” ■



Time Line, a 35-ton steel artwork by local artist of national renown Ben Woitena, stands sentinel outside IAH's Federal Inspection services building. The HAS art program has enjoyed very positive feedback and is very much part of the customer service ethos of HAS.





# Beauty treatment

After major concourse reconstruction and the Hurricane Ike recovery efforts, Hobby's old terminal gets set for a 21st century makeover.

Continually ranked among the best U.S. airports for customer service, William P. Hobby Airport continues to think bigger and better.

Serving the city for more than eight decades, Hobby is still very much focused on the long-term and working hard on initiatives such as the terminal remodeling and its five key customer-centric programs: parking; signage; safety; concessions; and cleanliness.

In March 2008 the five gates freed up by the demolition of Concourse C went operational, a move that signaled completion of the Central Concourse work. The emphasis has now shifted to Hobby's old terminal and a complete new program of renovations.

"It's a real facelift from top to bottom," says airport manager Mary Case. "We anticipate about 36 months work." She stresses that although the cosmetic touch-up will be the most visible face of the work, far more is going on behind the scenes. There will be a complete overhaul of the electrics and plumbing systems, for example. The original building dates from the 1950s so the work is essential, even if the customers aren't aware of any benefit.





What they will notice is new ticketing counters installed at the east end of terminal—for all carriers apart from Southwest, which has its own area—as well as a revitalized baggage claim area, which will benefit from a fifth reclaim carousel and a terazzo floor.

“The remodel will also help with passenger arrival flow,” says Case. “They will now go through a deplanement corridor, which provides a far more intuitive flow.”

Serving the city for more than eight decades, William P. Hobby Airport is still very much focused on the long-term and working hard on initiatives such as the terminal remodeling and its five key customer-centric programs.

---

### Passenger processes

In fact, the whole passenger experience at Hobby—already an award-winning facility in terms of customer convenience—is set to improve even further.

An important upgrade is relocation of the skycaps, the porters who deal with passenger baggage at the curbside. Once the east end ticket counters are operational, the skycaps can be brought back inside the terminal perimeter, freeing up the sidewalk. It will also allow an extra lane for vehicle access, currently coned off for pedestrians, making drop-offs that much easier.

Another significant development is the new boarding procedures for Southwest flights. The carrier accounts for around 86% of HOU’s traffic so the revised boarding procedure—





which allocates each passenger a number as well as a group and prevents passengers feeling compelled to stand in line—represents a huge boon.

“Our customers can now relax and visit our concessions,” says Case. “So it’s good for everybody. Southwest has also upgraded its hold areas—there is power for laptops, high ‘bar’ tables or leather club chairs. It’s getting very positive feedback from passengers.”

Another big innovation is the introduction of ‘self-selection’ lanes at security checkpoints, a new program introduced by the Department of Homeland Security to make the travel experience more positive. HOU was one of the first airports to welcome this new customer-friendly approach. There are three lanes to choose from: expert; casual; and family. TSA officials are on hand to help travelers choose the most appropriate lane.

“We are thrilled to have participated in the success of this positive change in air travel,” says Case. “We frequently see those who are occasional travelers coming to Hobby and this is a perfect way for them to travel at their own pace and have extra time for the screening process.”



### Customer care

Indeed, customer care and convenience remain Hobby’s guiding light. Part of this philosophy is upgrading the food and beverage opportunities at the airport. Air-side developments put in by concession-

In March 2008 the five gates freed up by the demolition of Concourse C went operational, a move that signaled completion of the Central Concourse work.



aire, 4 Families, include Pappadeaux and Peet's Coffee. Also coming near the Central Concourse's five-gate expansion is Buffalo Wild Wings and a new deli.

Robert Riedel, general manager of the 4 Families of Houston, wants people to see the difference when they travel through Hobby. "Our vision for 4 Families is to make Hobby the showpiece for airport dining in the country," says Riedel. "It's all made here in Houston, so travelers get to taste the freshness that we provide in all of our restaurants."

Meanwhile, Hudson News at the airport has changed its program to the 'Life is Good' retail concept—based around the optimistic cartoon character Jake and his dog Rocket—which Case believes is a better fit for Hobby customers.

"We will continue to focus on our five key programs," she concludes. "Everything gets measured and benchmarked and all five priorities are the responsibility of the entire staff. Continual hard work is the key to customer satisfaction." ■

Customer care and convenience remain Hobby's guiding light. Part of this philosophy is upgrading the food and beverage opportunities at the airport.



## THE SKY'S THE LIMIT WITH FAITHFUL+GOULD

With 60 years of global experience and over 65 offices around the world, Faithful+Gould is a world-leading consultancy offering a versatile blend of construction, program, cost and project management. To get your project moving, email us at [info@fgould.com](mailto:info@fgould.com).

### SERVICES INCLUDE:

Program Management • Project Management  
Cost Management • Contracts Advisory • Audit Solutions  
Construction Management • Project Controls • Value Management  
Risk Management • Sustainable Services



[FGOULD.COM/USA](http://FGOULD.COM/USA) + 1.866.828.5467

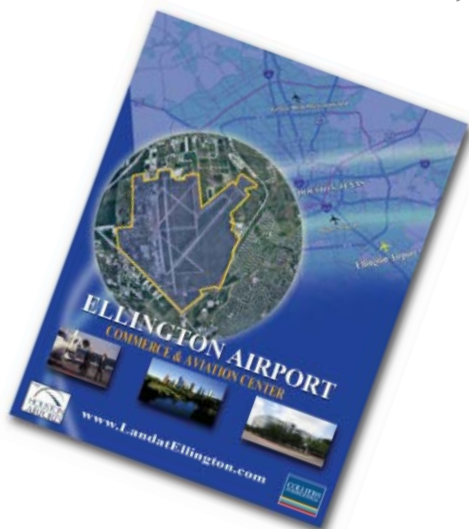
Faithful+Gould is proud to be an Equal Opportunity Employer (M/F/V/D).





# Open for business

With close proximity to downtown and 600 acres of land for sale or lease, Ellington Airport is evolving into a commerce and aviation center for the 21st century.



**E**llington Airport (EFD) may be Houston's oldest aviation facility, dating back to 1917, but such is the transformation taking place it could become the shining new star of the airport system.

Much of the change focuses on its emergence not only as a center of aviation excellence but also a hotbed of commercial activity.

The airport—just minutes from downtown and the Port of Houston, with easy access to Highway 3 and Beltway 8—has prime real estate available on both its east and west sides. Colliers International, a real estate development corporation, has been brought in by HAS to market the airport's available land for aviation or non-aviation development. This includes office and light industrial use, institutional and general aviation development.

Colliers' principal Michael Taetz says there are around 300 acres on the east side, which have great access to the major roads and are uniquely qualified for certain types of businesses. "We will be developing this tract of land in stages," he notes.

"On the west side of Ellington Airport, there are about 100 acres of land that is what we call 'shovel ready,' which means that they can build very quickly because the infrastructure is in place," he adds.

The west side is also more applicable to aviation-related businesses as it offers direct access to taxiway Kilo, which means it's



The 2008 'Wings Over Houston' air show saw more static displays than ever including awesome B52 Stratofortress. Six aerial acts were headed by the USAF Thunderbirds, the premier U.S. display team.

only a matter of minutes from arrival at the airport to "wheels up".

"There is no waiting to fly out of the airport and that is one of the things that we are promoting," comments Taetz. "At Ellington Airport, from the time you are at the gate to the time you are airborne is very, very quick. There is no waiting behind another aircraft or airspace congestion."

Colliers held a very successful 'open house' for potential clients and plans to host another in the near future. During the open house, visitors to Ellington were updated on developments and many took a helicopter ride over the airport for the perfect bird's eye view of Ellington's strategic location. The event was highly popular and drew 20% more participants than organizers expected.

"Ellington's proximity to world-class technical schools, community colleges and universities provides a skilled workforce for businesses in the area," explains Saba Abashawl, managing director, development for the Houston Airport System. "In conjunction with the State of Texas, City of Houston, Greater Houston Partnership and Bay Area Houston Economic Partnership, we are poised to offer compelling incentives to those starting operations at the airport. At Ellington, we're open for business!"

#### International clearance

Ellington Airport is currently home to two fixed base operators (FBOs), Volo Aviation and Southwest Services.

Ellington Airport manager, Brian Rinehart, reports that both FBOs are doing well. "The big news for them is that both the Mayor and Governor have signed letters of support asking the U.S. Customs and Border Protection (CBP) Commissioner to des-





ignite Ellington as a “user-fee” airport. Basically, it means we get CBP staff down here so we can process international flights.”

Both FBOs have extensive business relationships with Latin American markets and there’s potentially plenty of traffic from Europe too. The interest is coming from all quarters with a particular emphasis on VIP and corporate flights.

Southwest and Volo are prepared for the potential growth. Southwest has completed a new hangar and is already studying plans for a second facility while Volo is in the midst of an extensive marketing campaign.

“There definitely could be more corporate and private hangars in the future,” notes Rinehart. “Everything is in place to attract them. We have a fully operational tower open 24/7, great safety programs and equipment and a runway complete with ILS so you can land in any weather.”

### Community spirit

Despite the solid progress in commercial terms, Ellington remains very much a part of the local community and home to military and NASA activity. For the latter, it’s pretty much business as usual, but there have been some developments on the military side.

Although F-16s still use the airfield, the new Predator Center has been built and is already fully operational. This will control the unmanned Predator aircraft system—potentially reaching out from Ellington across the world.

Also, \$7.6 million has been reserved for an air support program and building. The facility will be used for command and

control—for example integrating air and ground forces—and will also include offices and classrooms. “It means additional personnel and vehicles, adding to the vibrancy of EFD,” says Rinehart. The military will also install the electrical equipment for a new air traffic control, which has received approval and \$3 million in funding.

As for the local community, Ellington is cementing its role with a number of events and displays. The most obvious is the “Wings Over Houston” air show. The 2008 show saw more static displays than ever including the giant C17 transporter and awesome B52 Stratofortress. Six aerial acts were headed by the USAF Thunderbirds, the premier U.S. display team.

And in spring 2009, EFD hosts the ‘Helping a Hero’ event. This has undergone considerable expansion—there will be car shows and a host of display vehicles from the police and army.

Meanwhile, plans for an air park are progressing well. The design for the theme park, centered on the NASA ‘Vomit Comet’ display, has been finalized and the implementation timescale will be announced in 2009.

Perhaps the best piece of evidence for Ellington’s community spirit lies in its Hurricane Ike recovery work. All but three of EFD’s 38 employees remained at the airport during the hurricane to ensure rescue flights could begin as quickly as possible.

“This is a great location and we’re ready for anything and everything,” says Rinehart. “Ellington has a long and glorious history, but the future will be every bit as interesting as the past.” ■





# Boxing clever

Despite taking a direct hit from Hurricane Ike, the Houston Airport System was up and running within a matter of hours. It has become a textbook example of disaster response.

**H**urricane Ike's powerful punch hit Houston in the early hours of Saturday, September 13, 2008, causing \$23 million worth of damage to the three airports and \$27 billion to the entire Texas Gulf Coast. It was the third most destructive storm ever to hit the United States.

But like any true champion, HAS rolled with the punches and has now delivered a knockout blow of its own—in essence a 'how-to' guide to emergency response that could limit the impact of future storms.

Damage from Ike was widespread. At George Bush Intercontinental Airport (IAH) more than 40 gates lost electrical power, glass shattered in windows leading up to the Automated People Mover (APM) stops and even the underground Inter-terminal trains (ITT) suffered from water problems. Additionally, jetbridges were damaged, and there was structural and water damage throughout the airport's five terminals.

There was damage to the cooling tower too, which meant 'cold-starting' all the airport systems—a real challenge. One chiller unit fan was found three blocks away which shows the strength of wind.

At William P. Hobby Airport (HOU) the terminal lost power and the 100 mph-plus winds damaged roofs on a variety of buildings, creating water leaks throughout the terminal. Other reported incidents included the destruction of the perimeter fence and an awning at the passenger drop off area.





Meanwhile, at Ellington Airport (EFD), which experienced extraordinary 144 mph gusts, local fixed base operator, Southwest Services, saw the roof blown from its hangar as did the National Aeronautics and Space Administration (NASA), which lost both the canopies housing its T-38s and the Super Guppy transporter.

**Bouncing back**

But it was Ellington Airport which led the bounce back, not only for HAS but the Houston area in general. Most employees stayed at Ellington Airport as Ike hit, allowing them to move quickly once the worst had passed.

Everyone who had weathered the hurricane at EFD teamed up to clear debris as soon as the hurricane force winds died down. This fast action allowed the U.S. Coast Guard to launch rescue and recovery operations with the first flight departing at 6:45 a.m. Saturday, September 13, so that survivors could

be returned to safety. The first inbound flight landed at 9:23 a.m., which was an FAA Assessment Team.

Numerous key organizations were able to get to work quickly, including the U.S. Coast Guard, which launched rescue efforts to coastal areas where hurricane victims had been stranded.

Soon enough all airfield infrastructure and Federal Aviation Administration (FAA) systems were fully operational, such as the Control Tower, the Aircraft Rescue Fire Fighting (ARFF) Station and all three runways.

Hobby and Bush Intercontinental were not far behind in their recovery efforts. Both had employees on site during the storm for rapid response and both airports had flights operating by Monday, September 15.

All commercial aircraft were flown out of Houston on Friday, September 12, so there were no aircraft positioned in Houston for air service to resume. Airlines needed to correct the situation by reversing their normal morning routines—rather

The HAS response has become a classic example of best practice. Preparation work began as soon as the storm course had been identified. Teams began securing jetbridges, airlines flew as many aircraft as possible out of Houston and equipment was removed from the ramps and other airport areas.





than the first flights of the day being departures, the day began with arrivals. Eventually, airlines repositioned aircraft and flight crews and resumed a normal flight schedule.

"We know we are in a hurricane area and we've made sure to build to withstand the damages that can come from hurricane forces," says Rick Vacar, Houston Airport System director of aviation. "We have a total of \$23 million in damages to our three airports but we were not disabled in any way thanks to our dedicated employees, airline partners and other contractors.

"The success of reopening the airports so quickly had to do with the preparations we took before the hurricane," continues Vacar. "I am very pleased with the outstanding job my staff did in the preparation phase and their help assisting during and after the storm, not only to the outside agencies, but to fellow HAS employees as well."

The HAS response has become a classic example of best practice. Preparation work began as soon as the storm course had been identified. Teams began securing jetbridges, airlines flew as many aircraft as possible out of Houston and equipment was removed from the ramps and other airport areas. Even bales of hay were placed in front of windows to help prevent breakage.

Efforts to alert customers of the incoming hurricane allowed the traveling public to avoid coming to the airport and being stranded. Not a single person was forced to take shelter in the terminals due to the successful media relations efforts by the Houston Airport System.

Even the HAS website, [www.fly2houston.com](http://www.fly2houston.com) was updated around the clock to give all concerned travelers a picture of what happened before, during and after the hurricane in real-time updates.

While complete recovery could take until July 2009 there's little doubt it could have been so much worse for the airport and all those in the line of fire. ■

HELPING CLIENTS  
ACHIEVE THEIR GOALS...

...through a broad range of services.

HOUSTON LEADERSHIP

Regional Leader



Rodney L. Bishop

Planning Leader



Donald G. Andrews

Airfield Leader



Max E. Marble

Buildings Leader



Cedric J. Curtis

**RS&H**  
IMPROVING YOUR WORLD

1-800-225-7739 [www.rsandh.com](http://www.rsandh.com)  
Brian P. Reed - Sr. Vice President

AIRFIELD • BUILDINGS • PLANNING • ENVIRONMENTAL • GENERAL CONSULTANT SERVICES

# Exporting our expertise

Spreading the word about the wealth of knowledge at Houston Airports.

If one wants to learn about how to operate and manage an airport—the best practices at the Houston Airport System (HAS) serve as ideal business models for the multiple airports it runs. A dedicated team affiliated with HAS, the HAS Development Corporation, is spreading the word about how other airports may tap into the wealth of knowledge that Houston's Airports collectively possess.

"There is always a need for effective infrastructure and skilled staff," says Gary Lantner, president of HAS Development Corporation. "That will never go away and, in fact, ensuring efficiency in these areas becomes even more important."

HAS Development Corporation offers a wide range of airport consulting and training services, which allows the client to be supported with every aspect of airport management. In particular, HAS Development Corporation is available to partner with aviation consultants and contractors to add the airport-operator voice to teams as a differentiator to groups that typically respond to airport Requests for Proposals (RFPs).

HASDC is an affiliate of HAS that utilizes the outstanding human resources at Houston's Airports, which allows officials who manage George Bush Intercontinental Airport, Hobby Airport and Ellington Airport to become central players at airports worldwide. HAS leaders are in demand because of their breadth of knowledge that makes them strong assets for regions of the



Construction of the new Quito Airport is on track with the \$655 million “greenfield” gateway expected to open in 2010.

“We have the fortune of selling the services of Houston Airports and stressing how on airport projects—we offer an important differentiator as offering the brightest in the airport industry to serve on their team as a true ‘airport voice,’” adds Lantner.

Meanwhile, the HAS Development Corporation offers a popular training program. The organization handles extensive training for airports on either an ad-hoc basis or in a formal setting. The People’s Republic of China continues to be a perennial customer with delegates from 90 of 132 airports in China having now received instruction from Houston Airports.

world that despite a challenging economy, are moving forward with airport projects.

The idea to share the airport system’s expertise with others was born as a result of HAS airport director Rick Vacar’s strong connections in the industry.

“HAS Development Corporation is able to leverage the proven expertise of the Houston Airports both domestically and internationally,” adds Vacar, who also serves as Chairman of the Board of Directors. “We are thrilled to market the Houston Airports’ staff expertise and help others with airport and aviation challenges.”

“This is a win-win effort,” says Vacar. “Our staff grows professionally by working on new global projects that are very exciting for aviation managers and at the same time it generates revenue for the airport system.”

The complexity of Houston’s Airports means that if an airport operator is looking for expertise that is unique—there are professionals within the 1,600 employees at HAS who can help.

### ADC & HAS

When development projects demand capital to get off the ground—more are turning to a joint venture known as ADC & HAS, which combines the operational strength and depth of technical resources of the Houston Airport System, together with the more than two decades of airport privatization and development experience of Airport Development Corporation of Canada.

Partners since 2001, ADC & HAS Management Services Ecuador is the muscle behind the new airport being developed in Quito, Ecuador. Construction is on track as the \$655 million “greenfield” gateway is expected to open in 2010. The new Quito Airport will ultimately accommodate seven million passengers annually.



“There is always a need for effective infrastructure and skilled staff. That will never go away and, in fact, ensuring efficiency in these areas becomes even more important.”



## Industrial & Commercial Photography

Alan Anderson LMPA



“This is not a case of simply shutting one airport off and turning on another one,” says ADC & HAS President and CEO Jeff Scheferman. “The new airport will be completed about six months in advance of the switchover to allow for the testing phase, which ramps up the infrastructure, IT networks and other systems we will be checking prior to the final transition.”

The new Quito Airport will be ten times the size of the current airport with a 400,000 sq. ft. terminal, Air Traffic Control Tower, aircraft hangars, fuel farm, flight kitchens and cargo facilities. As the new airport project engineering manager, ADC is responsible for the design and construction.

ADC & HAS brings its operational and development expertise to airport privatization projects on a global basis and participates as the equity/operator partner in consortiums seeking these opportunities.

“When we created ADC & HAS, it was intended to be the foundation for developing consortiums that will lead to investments at airports around the world,” said Vacar.

ADC & HAS is now 51% owned by the HAS Development Corporation and the remainder is owned by the Airport Development Corporation of Canada.

HAS Development Corporation and ADC together assume a 32% equity position in the Quito consortium, which won the 35-year concession to privately design, finance, construct and operate the New Quito International Airport. ADC & HAS Management Ltd, a subsidiary of ADC & HAS, has been the operator of

the existing Quito Mariscal Sucre International Airport since 2002, and will be the operator of the new Quito airport when it opens for the duration of the 35-year concession.

Meanwhile, other opportunities are in the development stages including the San Jose Airport and the Liberia Airport, both in Costa Rica. In the acquisition of the Juan Santamaria International Airport in San Jose, Costa Rica, ADC & HAS and Andrade Gutierrez Concessoes—a large Brazilian publicly held concession company which participates in infrastructure projects around the world—are equal partners. The ADC & HAS and AGC consortium is expected to take ownership of the airport development and management contract on or about May 1, 2009.

For the Liberia Airport project, ADC & HAS is part of another consortium, named Coriport, that was awarded the concession to design, finance, construct and operate the new international terminal as well as development of an adjacent 250,000 sq. ft. block of real estate to support airport operations. ■

---

The new Quito Airport will be ten times the size of the current airport with a 400,000 sq. ft. terminal, Air Traffic Control Tower, aircraft hangars, fuel farm, flight kitchens and cargo facilities.





Image courtesy of Greater Houston Convention and Visitors Bureau

Houston is a cultural melting pot, a destination combining everything from professional sports to museums and world-class shopping. Roll-up now for...

# the greatest show on earth

**V**isiting Houston's amazing array of attractions is akin to attending a world-class variety show. The fourth most populous city in the U.S. really does have something for everyone.

There's a professional team in every major sport, resident companies for the main branches of the arts and internationally famous shopping malls and restaurants. Additionally, Houston is the energy capital of the world, home to NASA and the world's largest rodeo and has the biggest concentration of medical professionals on Earth. The 56,000 acres of parkland and museums of every description simply add spice to the mix.

Adding something new to such a comprehensive offering is a tall order but Houston Pavilions aims to do just that. Spanning four downtown blocks, Houston Pavilions is a retail, office and

entertainment complex bordered by Dallas St. to the north, Polk St. to the south, Main St. to the west and Caroline St. to the east.

Opened in October 2008, four anchor tenants secure the \$170 million project: Books-A-Million; Forever 21; House of Blues; and Lucky Strike Lanes. Other outlets include popular nationwide seafood restaurant McCormick & Schmick's; Yao's Restaurant and Bar, owned by the family of Rockets' superstar Yao Ming; Ill Forks steakhouse serving the ultimate in Texas French cuisine; and Guadalajara Del Centro, which is widely regarded as one of Houston's finest Mexican restaurants.

"Houston Pavilions represents another turning point in the evolution of downtown," says Bob Eury, president of Central Houston, Inc., and executive director of the Houston Downtown Management District. "As a major activity center, the Pavilions



Images courtesy of Greater Houston Convention and Visitors Bureau





Houston Pavilions is a pedestrian-friendly location and sits well with efforts to ‘shrink’ the city by making large parts of it ‘walkable’—just one element in an overall vision for more outdoor, environmentally-friendly pursuits.

will create sustainability and establish synergies with downtown’s other uses. It adds one more dimension to Main Street and to our quality of place.”

Houston Pavilions is a pedestrian-friendly location and sits well with efforts to ‘shrink’ the city by making large parts of it ‘walkable’—just one element in an overall vision for more outdoor, environmentally-friendly pursuits.

Also slotting into the scheme is Discovery Green, which used to be a series of parking lots close to the Convention Center. “Now it’s a truly beautiful area with a truly great restaurant called The Grove,” informs Jorge Franz, vice president of tourism at the Greater Houston Convention and Visitors Bureau (GHCVB).

And arriving in 2009 is Boulevard Place, another mixed-use development this time in the midtown area close to the Galleria.

### Museum heaven

Visitors seeking something a little more intellectual, will discover Houston is endowed with professional companies in the major arts—including ballet and opera—as well as a number of world-class museums.



### Websites

For more information on visiting Houston go to:

- |   |  |
|---|--|
| Houston Visitor Information:                                      | <a href="http://www.visithoustontexas.com">www.visithoustontexas.com</a> |
| Greater Houston Partnership:                                      | <a href="http://www.houston.org">www.houston.org</a>                     |
| Houston Pavilions:  | <a href="http://www.houstonpavilions.com">www.houstonpavilions.com</a>   |
| CityPass:   | <a href="http://www.citypass.com">www.citypass.com</a>                   |
| Discovery Green:  | <a href="http://www.discoverygreen.com">www.discoverygreen.com</a>       |
| Citycentre:   | <a href="http://www.citycentrehouston.com">www.citycentrehouston.com</a> |
| Texan Ranch Life:   | <a href="http://www.texasranchlife.com">www.texasranchlife.com</a>       |
| Houston Premium Outlets:  | <a href="http://www.premiumoutlets.com">www.premiumoutlets.com</a>       |
| Houston Rodeo: <a href="http://www.hlsr.com">www.hlsr.com</a> and | <a href="http://www.rodeohouston.com">www.rodeohouston.com</a>           |
| Children’s Museum:  | <a href="http://www.cmhouston.org">www.cmhouston.org</a>                 |
| George Ranch:   | <a href="http://www.georgeranch.org">www.georgeranch.org</a>             |
| Houston Museum of Natural Science:                                | <a href="http://www.hmns.org">www.hmns.org</a>                           |
| Texas Medical Center:   | <a href="http://www.tmc.edu">www.tmc.edu</a>                             |
| Museum of Fine Arts:  | <a href="http://www.mfah.org">www.mfah.org</a>                           |

2009 will see a regular schedule of cutting-edge exhibitions at the Museum of Fine Arts including Hidden Treasures from Afghanistan and Ancient Arts of Viet Nam while the Museum of Natural Science will welcome the awe-inspiring Terracotta Warriors, the famous life-size soldiers discovered guarding the tomb of the first Emperor of China in Xian.

"The expanded Children's Museum is also well worth a visit," says Franz. Founded in 1980 by a group of Houston parents who hoped to elevate early childhood development to a community-wide priority, the Children's Museum serves more than 750,000 people annually. The exhibits encourage children to experiment and explore a variety of subjects through interactive participation.

For example, Kidtropolis, is a new exhibit occupying half the Museum's first level in the new Where Does It Come From? gallery. Kidtropolis will feature the many buildings of a thriving city, including city hall, a bank, TV studio, travel agency, post office, café and market. Children and families will be encouraged to learn first hand about financial literacy by starting a business



**CityPass**

New to Houston is the CityPass, essentially a ticket wallet offering discounted entry to some of Houston's main tourist sites. Cost for an adult is \$34, while children (ages 4-11) pay \$24. The book is good for six attractions and there are a couple of either/or options.



"It represents savings of over 50% so it's a really great deal," says Jorge Franz, vice president of tourism at the Greater Houston Convention and Visitors Bureau. "The CityPass Houston can be bought online or from a travel agent. It's good for nine days and is only activated when you visit the first attraction. CityPass is in 11 cities in the U.S. now, Houston being the latest, and we're already out-selling Hollywood, Pittsburgh and Boston."

The CityPass Houston ticket includes admissions to Space Center Houston, Downtown Aquarium, Houston Museum of Natural Science and the Houston Zoo. Visitors can also choose from the Museum of Fine Arts or The Children's Museum and the George Ranch Historical Park or The Health Museum.



Image courtesy of Greater Houston Convention and Visitors Bureau (photographer: Drew Donovan/dancer: Barbara Bears)

Image courtesy of CityPass

Image courtesy of Greater Houston Convention and Visitors Bureau





of their own choosing, securing a business loan, or running one of the business operations suggested by the storefronts. Kidtropolis will also promote civic engagement by holding daily elections of city council members and the mayor and will encourage children to discuss the laws they wish to pass to govern Kidtropolis, USA.

Then there's the PowerPlay exhibit, implemented in partnership with Baylor College of Medicine and developed in part with funding from the National Institutes of Health. This explores how bodies respond to physical challenges via a one-of-a-kind super-sized challenge course.

Or perhaps the Cyberchase – The Chase Is On! exhibit sounds more appealing. Based on Cyberchase, the award-winning PBS KIDS GO! math mystery cartoon, this exhibit invites children to join forces with the CyberSquad on action-packed adventures to thwart Hacker, the show's villain, using their math and reasoning skills.

And, of course, Houston's biggest draw—the Johnson Space Center—is still as popular as ever and always worth the journey to southwest Houston. 2009 is NASA's 50th anniversary and there will be plenty happening to mark the occasion.

### Cowboy life

Amid all the high-tech attractions, Houston still finds time and space for its Texas heritage. The two main attractions here are George Ranch and Texas Ranch Life. The George Ranch Historical Park covers 480 acres and details ranching life from the 1830s to the 1950s via hands-on experiences and costumed historical interpreters. Situated on the I-59 just outside Houston, George Ranch is a big hit with international travelers in particular as they search for a slice of the authentic Wild West.

"Texas Ranch Life offers something that's a little bit different. Not only is it a working ranch, but visitors can also stay there," notes Franz. "But both places are extremely interesting and the ideal places to go for those wanting to experience the real cowboy life."

Another truly Texan experience is the annual Houston Livestock Show and Rodeo at the Reliant Stadium. The 2009 event takes place in March and will feature a cornucopia of attractions, from music concerts to livestock and rodeo competitions.

### A great place to be

Houston's diversity of shopping experiences also brings in a host of tourists, especially from Mexico. The most famous of the malls is undoubtedly the Galleria, home to all the big name brands in more than 2 million sq. ft. of space. An estimated 24 million visitors shop at the Galleria annually—good business for the 375 stores, 30 restaurants, two hotels, and full-sized ice rink.



Image courtesy of Greater Houston Convention and Visitors Bureau



### Greater Houston Partnership

*Houston, quite simply, means opportunity and success, says the Greater Houston Partnership.*

With a highly skilled workforce of more than 2.8 million and the reputation as being one of the most international and dynamic cities in the country, it's no wonder Houston was recently named by Kiplinger's as the "Best City to Live, Work and Play" and by Forbes as the "Best U.S. City to Earn a Living."

The Greater Houston Partnership and the Houston Airport System share a cohesive working relationship that positions our region as the best place to live, to do business and invest. The two organizations work hand-in-hand to proactively stimulate our area's economy and to position the region as a world-class city of the 21st century and beyond.

Together, the Partnership and HAS focus on new job creation, global business, economic development and international trade. Such a relationship helps position Houston as a prime international gateway not only to the rest of the United States and to Latin America but the world. Houston offers nonstop or direct flights to 69 international destinations.

In today's world of global competitiveness, our two organizations have created a winning formula stimulating growth and opportunity. The Partnership is strategically invested in all initiatives leading to the continued success of HAS—one of the busiest, yet least congested airport systems in the country.

According to a 2005 economic impact study, HAS supports more than 151,000 regional jobs and contributes more than \$24 billion to our local economy.

Greater Houston Partnership Members include representatives of small and mid-sized businesses and Fortune 500 companies. In addition, they employ 534,866 or one-fifth of Houston Metropolitan Statistical Area (MSA) jobs. The organization's Board of Directors oversees corporations that directly account for one in every 12 of the Houston metropolitan area's more than 2.6 million jobs.



*For more information on doing business in the Houston region, visit [Houston.org](http://Houston.org) or call (713) 844-3647.*



Meanwhile, bargains galore can be found at Katy Mills out west on the I-10 or the new Houston Premium Outlets on the 290 in northwest Houston.

And opening in Spring 2009 is Citycentre, another mixed-use development with upscale shops, office space, deluxe residences and the Norris Convention Center—not to mention Life Time Athletic, a health club and spa, and Studio Movie Grill, a nine-screen cinema.

"Citycentre will also house Houston's newest hotel, the Sorella," says Franz. "It's Italian-inspired but has an amazing Moroccan-themed bar. It will join the other boutique hotels here like the Granduca and the Za-Za. They're both doing very well as are all the hotels. Hotel occupancy rates were higher in 2008 than 2007, which shows that whatever is happening in world economic terms, Houston is still doing business and still attracting visitors."



Images courtesy of Greater Houston Convention and Visitors Bureau





“It’s that first and last impression that is crucial to how a visitor perceives Houston. We need everybody to understand that this is a great place to live, a great place to work and a great place to visit.”

And there is no let-up in the drive to bring ever greater numbers to the city. Franz reveals the GHCVB works closely with the Houston Airport System and its client airlines.

“We cooperate on a number of initiatives,” he informs. “For example, we are working with Emirates on developing Special Tours. Mexico will always be our number one market but Emirates is bringing in Indian visitors and we think that will be a big opportunity in the future.

“The Emirates flight is so important as it’s generated such a lot of attention for us in a part of the world where we weren’t really known,” he continues. “Singapore has been equally vital in that



### Fast Facts

Houston averages only 18 days per year with temperatures of 32°F or less and 99.6 days with high temperatures of 90°F or more. Temperatures rarely reach 100°F.

Houston’s housing costs are 28% below the nationwide average and 48% below the large-metro average. Grocery prices are 25% below the major metro average while utility costs are 4% below. Transportation costs are 6% below average, healthcare costs are 9% below and costs for miscellaneous goods and services 13% less.

With nearly 21,000 concerts, plays, exhibitions and other arts programs presented in Houston annually, residents and visitors have access to a wide variety of cultural programs.

At 634 square miles, the City of Houston could accommodate the combined cities of New York, Washington, Boston, San Francisco, Seattle, Minneapolis and Miami.

The Houston-Sugar Land-Baytown MSA (Metropolitan Statistical Area) is the sixth-largest metropolitan area in the U.S. with a population of 5.6 million (2007 U.S. Census estimate).

Houston is one of the U.S.A.’s fastest-growing metropolitan areas. From 2000 to 2030, says Woods & Poole Economics, the Houston MSA should rank sixth among the nation’s metropolitan areas for population growth, adding 2.66 million people—more than live in Utah or Nevada today.

The Houston MSA’s Gross Area Product (GAP) in July 2007 was \$336.8 billion, according to The Perryman Group—slightly larger than the Gross Domestic Product (GDP) of Austria, Poland or Saudi Arabia.

Only 21 nations other than the U.S. have a GDP exceeding Houston’s.

respect and Qatar will be too. We’re educating people in these destinations about Houston.”

The GHCVB is also working with HAS to ensure the best possible service for all visitors. The Model Port program is a case in point. It enhances the Houston experience both for leisure travelers and the many business delegates attending international meetings and conferences held in the city every year.

“And there’s customer service at the airport in general,” says Franz. “It’s that first and last impression that is crucial to how a visitor perceives Houston. We need everybody to understand that this is a great place to live, a great place to work and a great place to visit.” ■





# *my* HOUSTON

I love Houston. Some of the best moments of my life took place here. This will always be home to me!

BEYONCÉ KNOWLES  
Entertainer

## EXPERIENCE MY HOUSTON

I like to describe Houston as a great place to raise a family. You get nice southern people with a city atmosphere. The great thing is whether you or your children are into arts, sports, music or business, there is a place for you to grow into and learn all of those things right here in Houston.

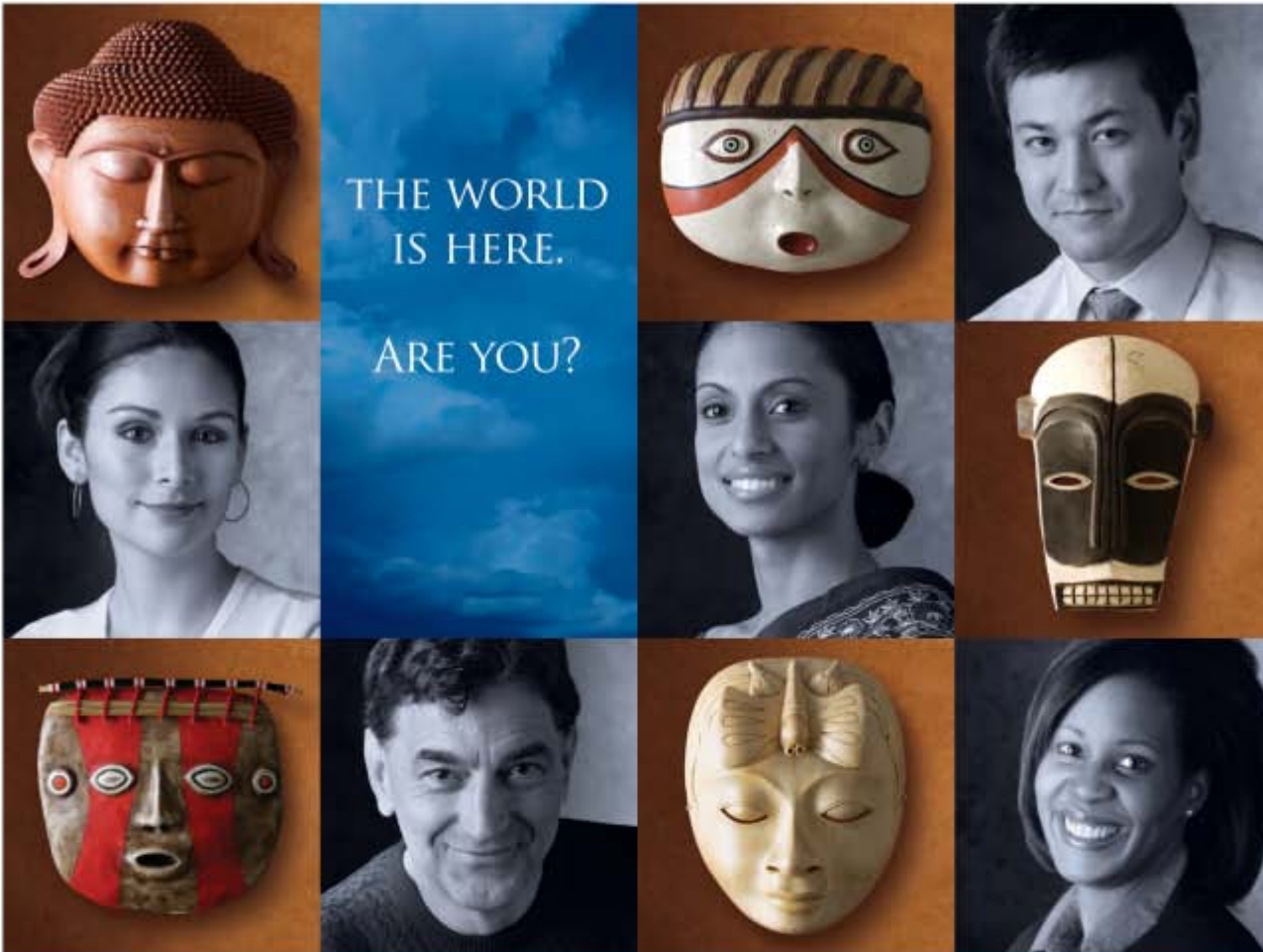
My favorite places to eat are Frenchy's Chicken,  
This Is It Soul Food and Pappadeaux.  
I shop at The Galleria.

Houston is where my stage presence and confidence were developed.

For the rest of Beyoncé's thoughts and to find out what others are saying, log on to

[VisitMyHouston.com](http://VisitMyHouston.com)





THE WORLD  
IS HERE.  
  
ARE YOU?

88 countries have consulate offices here. 23 foreign banks do business here. Emirates, Singapore Airlines and Qatar Airways are among the latest carriers to expand their operations here. Do they know something that you don't? Houston is known as the City of Opportunity. See why at [fly2houston.com](http://fly2houston.com), or call 281-233-3000.



INTERCONTINENTAL  
**40** YEARS IN FLIGHT  
BUSH IAH

HOUSTON AIRPORTS