

AIRPORTS

DUBAI INTERNATIONAL AIRPORT, U.A.E.



DUBAI CIVIL AVIATION, DUBAI INTERNATIONAL AIRPORT CONCOURSE II, DUBAI, UAE

In August 2001 Talbot Consultants International Inc. was retained by Dar Al-Handasah on behalf of Dubai Civil Aviation to conduct a two phase concession planning & design project for Dubai International Airport Concourse II. Concourse II contains approximately 150,000 s.m. above ground. It is being constructed as the new "home" terminal for Emirates Airlines. The retail component had been tentatively allocated an area of +/- 11,000 s.m. on the Departures Level. Phase 1 was for Talbot Consultants to conduct a detailed Concessions Planning Study for Duty-Free, Gift & News and Food & Beverage. The Phase 1 deliverables included merchandising mix, clustering, sizing and financial projections. Four separate presentations/workshops of our Concourse I analyses and Concourse II preliminary recommendations were conducted with Dar Al-Handasah, Dubai Civil Aviation, Dubai Duty Free and HH Sheikh Ahmed Bin Saeed Al Maktoum President, Department of Civil Aviation, Dubai & Chairman of Emirates Airlines. Phase 2 was for Talbot Consultants to work with the selected retail design firm, Perkins & Wills of Chicago, in the designing of the entire retail area in order to ensure that the final design is capable of generating the revenues projected in Phase 1. Concourse II is currently under construction.

DUBAI CIVIL AVIATION, DUBAI INTERNATIONAL AIRPORT CONCOURSE I, DUBAI, UAE

In December 2001 Talbot Consultants International Inc. was retained by Dubai Civil Aviation to assist them in redeveloping, repositioning and remerchandising the

existing food-court in Concourse I. This new concourse had only been open for one year but, owing to the original lack of retail planning, the food-court had been incorrectly located and configured. As a result, only a year after opening, tenants were already cancelling their leases. Our task was to study the problem areas, interview the retailers and the customers, analyse the tenants operating results, research other comparable shopping centre food-courts in Dubai & other airport food-courts world-wide and then make recommendations for changes to the DCA board. The project has now been completed and our recommendations are being implemented.

AÉROPORTS DE PARIS INGENIERIE, DUBAI INTERNATIONAL AIRPORT TERMINAL 3, DUBAI, UAE

In March 2002 Talbot Consultants International Inc. was retained by Aéroports de Paris Ingénierie (ADPi) of Paris to conduct a two phase concession planning & design project for Dubai International Airport Terminal 3. Terminal 3 is being constructed as the new "home" terminal for Emirates Airlines. Phase 1 is for Talbot Consultants to conduct a detailed landside Concessions Planning Study for Gift & News and Food & Beverage and an airside study for Arrivals Duty-Free. The Phase 1 deliverables included merchandising mix, clustering, sizing and financial projections. Phase 2 was for Talbot Consultants to work with ADPi in the designing of the entire retail area in order to ensure that the final design is capable of generating the revenues projected in Phase 1. Terminal 3 is currently under construction.



Published: November 8, 2007

Final Touches To Terminal 3

By Derek Baldwin, Staff Reporter

<http://www.xpress4me.com/articles/07/10/15/20003670.html>



A \$4.1-billion plan to upgrade Dubai International Airport appears to be on target for a year-end opening of Terminal 3.

Workers are putting the final touches on what will be a gleaming new showpiece to handle an expected 60 million passengers a year.

Exclusive photographs obtained by XPRESS show large curved ceilings punctuated with big windows for natural light and gleaming tile floors. Bright directional signs are located throughout the new terminal. The Department of Dubai Civil Aviation officials couldn't be reached today due to the Eid holiday to confirm the progress of work.

But earlier in a statement, Shaikh Ahmed Bin Saeed Al Maktoum, President of the Dubai Civil Aviation, said the new expansion of the airport will represent a bright future for Dubai.

He said the new project will put Dubai ahead of other world aviation hubs.

"The new concourses and terminal will not only expand our capacity to handle more traffic, they will also add a new benchmark for the quality and service and a variety of facilities an airport provides to passengers," Al Maktoum said in a statement.

The construction is to prepare Concourse 2 and Concourse 3 exclusively for Emirates airlines planes.

According to the department, the new expansion will pave the way for a series of 55 new A380 super-jumbo planes on order by Emirates from France's Airbus.

The department says that "the project will greatly increase the airport's capacity to handle the new A380 super-jumbo with 24 dedicated gates."

Twelve of the gates will service the new A380 jumbos.

The work on Terminal 3 is now being completed by Dubai's Al Habtoor Group and Takenaka of Japan.

Civil department director of engineering Khalifa Suhail Al Zafein told reporters earlier that Terminal 3 should be completed by the end of this year and will open for business in the summer of 2008.

Concourse 2, for example, will house departure gates as well as a major hotel with 480 rooms and a further 12,000 square metres of duty-free retail space.

The work at Dubai International Airport will be complemented by the government's push to open the new Dubai World Central project, a \$8.2-billion six-runway airport that is now under construction in Jebel Ali.

On a 140-square-kilometre construction site, Dubai World Central will ultimately replace Dubai International Airport and host up to 120 million passengers a year when it is completed in 2017.

The new Dubai World Central airport will handle up to 12 million tonnes of cargo.

The combined spending by the Dubai government on both the airports over 15 years has been estimated at \$12.2 billion.



Dubai Duty Free

Sales continue to grow in 2006

A series of shop floor renovations enhance the retail offer

Sales at Dubai Duty Free continued their upward trend in the first quarter of 2006 as turnover reached Dh571 million (US\$159 million) representing a 12 per cent increase over the same period last year and paving the way for a new record year. Commenting on the first quarter figures, Colm McLoughlin, Managing Director of Dubai Duty Free said, "We have had a busy first few months of the year and are pleased to see that our sales reflect that. We have undertaken a series of renovations in the past few weeks and have more planned in the coming months, all of which will improve the retail offer further."

HOUSEHOLD SHOP

Included in the changes is the opening of a new household shop, incorporating soft furnishings and home appliances. "The household shop is a new direction and we believe there is a demand for this category," added Mr. McLoughlin. "We have also redesigned the precious stones shop

and built a new gadget shop, both of which are doing well."

In the first quarter, significant sales increases were recorded in the perfumes and cosmetics category, which rose to Dh94 million (US\$26 million), representing a 28 per cent increase over last year. Sales in the New Arrivals Duty Free, which is double the size of the former outlet, rose to Dh49 million (US\$14 million), reflecting a 25 per cent increase.

In the coming months, the electronics shop, that currently accounts for around nine per cent of sales, will be revamped to include a new 'Sound & Vision and Games' area, a new camcorder area and a new music shop.

With the opening in 2007 of Concourse Two, the retail area will increase by a further 10,000 square metres.

GREATER TRAFFIC FLOW AND NEW PLANS

Passenger numbers increased by +14.4 per cent in the first quarter to 6.9 million, while aircraft movements were up by

+10.2 per cent. Passenger numbers have grown by +17.1 per cent in January, +10.9 per cent in February and by +14.8 per cent in March.

The retailer is well advanced in the plans to use 8,000-10,000sq m of space in the new Concourse 2 that will open in early 2007. The Concourse will be dedicated to fast-expanding national carrier Emirates. Additionally a further 1,400sq m of retail space is being planned for T2. And in Concourse 3 that will handle the A-380, another 5,000sq m of retail is planned. That facility should open in 2009.

The new household shop incorporates soft furnishings and home appliances.

Most significantly, Dubai Duty Free will also run the retail at Jebel Ali International Airport that is expected to operate its first flights by the end of 2007. These will initially be executive jet and freight services and possibly some low cost carriers but in time it will become a major scheduled services international airport. Dubai Duty Free will open around 2,500sq ft of retail initially, growing later in line with the airport. 

Dubai Duty Free named Frontier 'Airport Retailer of the Year' for unprecedented fifth time

Dubai Duty Free walked away with the industries top prize when it was named 'Airport Retailer of the Year 2007' for a record fifth time at the prestigious Frontier Awards Gala Dinner held in the Hotel Martinez, in Cannes last week.



HH Sheikh Ahmed bin Saeed Al Maktoum, President of Dubai Airports Company and Chairman & Chief Executive of Emirates Airline and Group with Colm McLoughlin, Managing Director of Dubai Duty Free, with the 2007 Frontier Award for 'Airport Retailer of the Year'.

Held to coincide with the annual Tax Free World Association (TFWA) exhibition in Cannes, the Frontier Awards are hailed as the 'Oscars' of the industry while the 'Airport Retailer of the Year' is the most coveted award of all.

Commenting on Dubai Duty Free's success on the awards night, H.H. Sheikh Ahmed bin Saeed Al Maktoum, President of Dubai Airports Company and Chairman and Chief Executive of Emirates Airline and Group said: 'I would like to extend my congratulations to the management and staff at Dubai Duty Free for setting a new precedent at the Frontier Awards. This award is well deserved and sets the perfect tone for next year, when the operation more than doubles in size as a result of the opening of the new concourse and terminal.'

Present in Cannes to collect the award on behalf of Dubai Duty Free, a delighted Colm McLoughlin, Managing Director of the operation said: 'This is a very special win and I am thrilled to accept this award for the fifth time. I always say that our success is down to each individual within our organization and as such I would like to dedicate the Frontier award to H.H. Sheikh Ahmed bin Saeed Al Maktoum and to each member of the Dubai

Duty Free team.'

Launched in 1985 by Frontier magazine, the awards aim to recognize excellence in the industry with trophies going to winners in nine categories. This year, entries for the 'Airport Retailer' award were invited based on online nominations by the industry. The submissions were then reviewed by the international panel of judges which included senior representatives from the travel retail industry.

Dubai Duty Free's phenomenal sales growth, which is currently running at 26% over last year, its ongoing refurbishment policy and its impressive employee relations programme were just some of the key pointers that the judges noted before awarded the 'Airport Retailer of the Year' category to the operation.

'The Frontier Awards received a record number of entries this year,' said Frontier magazine's editor, Marek Kolanski. 'But the judges were unanimous in their decision to award the top award to Dubai Duty Free which is justifiably one of the most successful duty free operations in the world'.

Dubai Duty Free won the very first 'Airport Retailer of the Year' award (formerly Airport Duty Free Operator of the year) in 1985 - at the very first Frontier Awards ceremony - and again in 2000, 2001, 2004 and 2007. The operation has also won in five other categories including 'Best Marketing Campaign'. In 1986, Colm McLoughlin was presented with the 'Duty Free Person of the Year award' and in 2004, a special 'Lifetime Achievement Award' was presented to Mr. McLoughlin in recognition of his significant role within the duty free industry.

LOS ANGELES INTERNATIONAL AIRPORT, CALIFORNIA, U.S.A.

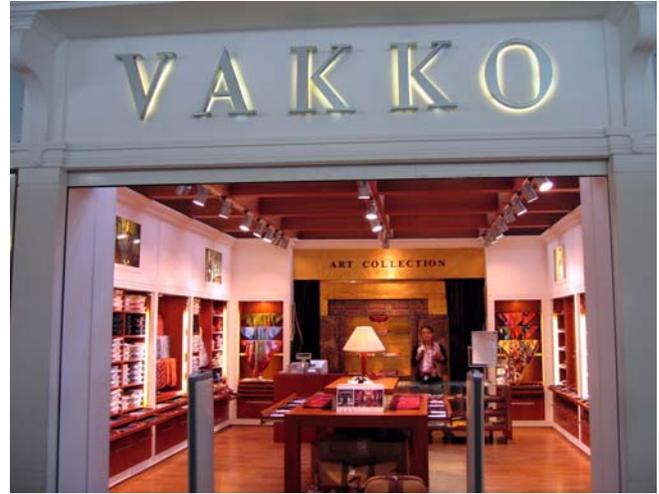


TOM BRADLEY INTERNATIONAL TERMINAL LOS ANGELES, CALIFORNIA, USA

In 1995 Talbot Consultants was retained to conduct a retail planning study for the Tom Bradley International Terminal at Los Angeles Airport. The project was extremely fast tracked and required a detailed analysis of existing retail operations as well as the analysis of a series of re-development options that had been developed by the client and other professional firms. A series of retail design workshops was held with ourselves, Cini-Little International and the selected architects Kaplan McLaughlan Diaz (KMD). Our final deliverable was a detailed study containing plans and tables for the current operation and all the options and concluded with our recommendations for the preferred retail design concept together with suggestions as to how that option might be re-designed in order to provide the optimum retail solution. Our recommendations were accepted in their entirety. The re-development of TBIT has been a resounding success with concession sales increasing from US \$78 million in the year before re-development, to US \$105 million for the first year after re-development. As a result the projected pay-back on the re-development costs of two years was achieved in only six months.



ATATÜRK INTERNATIONAL AIRPORT, TURKEY



ÜNİMETAL SANAYİ VE TİCARET A.Ş., ATATÜRK INTERNATIONAL AIRPORT, ISTANBUL, TURKEY

Talbot Consultants International Inc., under Richard Talbot, was retained in 1998 by Ünımetal Sanayi Ve Ticaret A.Ş. to act as the concession planning consultant for their bid to develop and operate the concessions in the new International Terminal at Atatürk International Airport, Istanbul. Our tasking included the requirement to conduct a detailed analysis of several European airports including London (all 4 terminals), Amsterdam, Brussels, Zurich and Vienna as well as the existing Atatürk International Airport. A series of concession planning workshops were held with the clients and their retail designers in both Istanbul and Toronto. We were then tasked to make two audio/visual presentations on our research and recommendations to the terminal developers as part of the team's formal RFP presentation. As a result of the presentations our client was awarded the project, our recommendations were implemented and the airport opened to great acclaim from passengers and industry publications (see corporate package and website www.talbotconsultants.com). In 2004 the initial duty-free contract came up for re-tender. Talbot Consultants was asked to review the current operations and make recommendations for the tender process and in 2005 our clients were once again awarded the duty-free contract (see corporate package and website www.talbotconsultants.com).





By Martin Moodie

The final word

Imagine that an alien crash-landed his spacecraft on Earth. Desperate for help, the intrepid voyager radios his command centre millions of miles away and is asked to describe the surroundings so he can be rescued.

The alien reels off a number of local landmarks, confident it will identify his landing spot. "There's a Sunglass Hut, some Ferragamo and Chanel boutiques, a Tie Rack, a Versace store and a duty-free outlet. Now come and rescue me!"

After a minute or two the radio crackles into life. "Spaceman 875, we have good news and bad news. Which do you want first?"

"The good news."

"OK, we know you're in an airport shopping mall."

"Great. And the bad news?"

"It could be Copenhagen, Singapore, Sydney, London, Kuala Lumpur, Guam or Rome. We may be some time."

Forgive the exaggeration in the anecdote, but it does serve to underline the sameness of so many travel-retail locations. How often do airport shops, in particular, miss out on the travelling shopper's spend because of a basic inability to reflect the region or country?

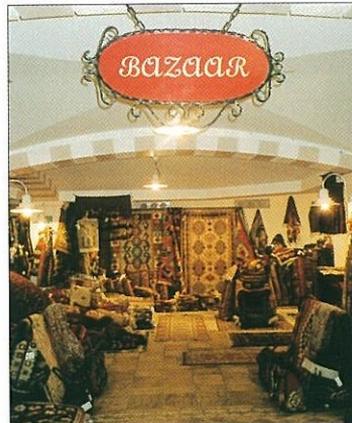
Destination merchandise has been an industry buzzword over the past five years. But—to this sceptical shopper at least—putting a picture of an Asian street scene on the front of a box of chocolates made in Belgium isn't an irresistible attraction. If I want something memorable from that country I'm far more likely to wander into a downtown fine food store and buy a beautifully wrapped local product.

At a time when the remorseless erosion of the price-saving on luxury items is redefining the attraction of duty-free to many nationalities, a quality and value-for-money local offering should be paramount.

So a visit to Turkey should be high on the priority list for

anyone who sees airport shopping as part of the indigenous travel experience. Opened in some style this June, the new departures terminal at Istanbul's Atatürk airport is a revelation. An impressive range of international luxury items and premium brands is housed in some of the most delightful airport surroundings anywhere in the world. Alongside Bvlgari and Cartier boutiques, Turkish fashion names such as Vakko, Urban Travel and Navigator rub shoulders with their global cousins with no hint of an inferiority complex.

Then there is the Bazaar, a concept that could so easily have been turned into a cheap, tacky and over-priced souvenir area.



But Atatürk retail operator ATU (and its management and supply partner Turkish company Unifree) has adopted a completely different approach. The store is what it says, a bazaar. Low ceilings, dimmed lighting and crowded shelves all lend the feel of one of Istanbul's famous backstreet markets.

The goods are something special too. The art, culture and creativity of this great city that straddles Asia and Europe are reflected in a range of high-quality and competitively priced gifts.

Our unfortunate alien traveller might have been located a lot more quickly if he'd crashed into Atatürk.

Since we re-launched *TRI* a revolution has taken place. The

magazine is demanding a place at the reading table of the industry, and it's getting it.

The only predictable thing about *TRI* is that things will be unpredictable. In the past few months, we've worked on articles involving sex shops and the gay traveller—but this month's special assignment on a new selective fragrance for dogs (page 57) is perhaps the most bizarre of the lot.

It is a rule at *TRI* that writers talk to the end user—the consumer. Unless one's name is Dr Doolittle, that made for a difficult assignment this month. But by hounding some of the industry's best-known figures—such as Alyson Reilly and Rakhita Jayawardena—and their dogs, I did just that. And if anyone thinks journalism is easy, they should interview Alpha Retail boss Hilary Lewis' three schnauzers. The oldest, Snowy, unimpressed by the fragrance and by the reporter, nearly brought a new dimension to the term "sound bite" but I'm pleased to say that *TRI* finally got its story.

But *TRI* isn't just focusing on the off-beat. We also want hard, informed and investigative journalism, and some good old-fashioned scoops. Into the latter basket fits our cover story with Jean-Marcel Rouff, the comeback king of inflight retail. The IDFS founder has never been a man for the media spotlight. But he's broken cover in *TRI* to sound a strong warning to the airlines that escalating minimum guarantees are bad for business. If he's going to come back, it will only be on sound financial terms.

Rouff's re-emergence is far from complete. After all, rival DFASS has picked up both the Continental and Northwest Airlines accounts. The next few weeks promise much, as the fate of important accounts such as Delta and Varig are finalised. The Jean-Marcel Rouff story looks set to run and run.

"At a time when the remorseless erosion of the price-saving on luxury items is redefining the attraction of duty-free to many nationalities, a quality and value-for-money local offering should be paramount"

CHANGI INTERNATIONAL AIRPORT, SINGAPORE



CHANGI INTERNATIONAL AIRPORT TERMINAL 2, CHANGI, SINGAPORE

In 2002 Talbot Consultants International Inc. was retained by RSP Architects of Singapore and Gensler Architects of San Francisco on behalf of Changi Airport Authority Singapore (CAAS) to conduct a retail re-development plan for Changi Terminal 2. We were specifically selected by CAAS after they had rejected two previously selected consulting firms for lack of international airport experience. The tasking included a detailed review of all existing leases, the current tendering process and all non-aeronautical revenues. Our major deliverable was to recommend a retail revitalisation design concept and detailed plan for the existing terminal and recommendations to improve the current rental structure and tendering process. The project involved a series of meeting in Singapore with CAAS, their tenants, their architectural team and the review of all current lease and tender documents. In addition, we also set-up and supervised a detailed consumer survey by our sub-consultants Media Corp of Singapore and held retail design workshops in San Francisco & Singapore. Our report was presented to the CAAS board on schedule and on budget and (after two delays due to SARS) it was decided that CAAS would proceed with our Phase I recommendations immediately but postpone Phase II until after the new Terminal 3 was open and operating at pre-SARS levels. Phase I recently opened and initial reports are that sales results are exceeding our projections (see corporate package and website www.talbotconsultants.com).



Changi T2 upgrade complete

By Doug Newhouse, 13 September 2006

Singapore Changi Airport has announced the completion of its S\$240m (\$152.2m) upgrading of Terminal 2, complete with additional space for 15 retail and 10 F&B outlets, bringing the total number of outlets to 82 and 39 respectively.

The Civil Aviation Authority of Singapore (CAAS) said today that the layout of the new terminal has also been reorganised "to maximise the commercial potential of Changi Airport".

Terminal 2 originally opened in 1990 and this major upgrade of the facility began as far back as April 2003, involving extensive improvements to the terminal's look and feel.

Singapore's Minister for Transport and Second Minister for Foreign Affairs, Raymond Lim visited Changi Airport today to unveil a plaque to mark the official completion of the project.

The T2 upgrade has added significant capacity to the Departure/Transit Mall with works carried out in phases to ensure that airport operations were not affected and inconvenience to airport users kept to a minimum.

Key enhancements in the upgrading included new design features to T2's exterior and interior to bring in more natural light into the terminal building; installation of a new 250-metre long leaf-shaped glass canopy at the Departure kerbside to shield travellers from sunlight and rain; the addition of 2,800 square metres of floor area in the Departure/Transit Mall for retail, food & beverage, landscaping, seating and an events area; and an improved terminal layout for better passenger flow and way finding.

Lifts and escalators were also added or re-positioned to make it easier for the elderly or disabled travellers to move about. In total, the works took a total of 39 months to complete.

The CAAS said: "The upgrading also allowed CAAS to maximise the commercial potential of Changi Airport. This was made possible through the creation of more floor space to reorganise and introduce new retail and food and beverage outlets in both the landside (public areas) and airside (departure/transit areas). "Fifteen new retail and 10 new food and beverage outlets were introduced, bringing the total number of outlets in T2 to 82 and 39 respectively."

Speaking at today's ceremony, Minister Lim said: "Although the upgrading works was extensive, covering all areas of the terminal, including the departure hall, transit area and arrival hall, it was completed with minimal disruptions to overall airport operations.

"In fact, I was told that many travellers did not even notice the on-going upgrading works, and were pleasantly surprised when they saw the finished product." Minister Lim added. "Many people and organisations have contributed to the upgrading project – from the project designers, architects and contractors to the various airport agencies and retailers who have provided their views and patiently collaborated with CAAS during each phase of the upgrading works. I would also like to thank all passengers and airport partners for their understanding and support during the upgrading works."

With regard to the new commercial facilities in T2, the CAAS added: "In the public area, we have introduced a new retail zone near the Changi Airport MRT station entrance in T2, featuring brands such as The Natural Source, Fossil Watch, Burger King, Starbucks, QB House and Swensen's. Hungry passengers can now choose from a mouthwatering selection of new F&B offerings at the revamped Viewing Mall area on Level 3, with brands such as Sakae Sushi, Crystal Jade, The Soup Restaurant and a new food court called Food Park.

"In the restricted area after immigration, the T2 upgrading has allowed us to upgrade our Liquor and Tobacco and Perfume and Cosmetics shops, and to also introduce new luxury fashionwear boutiques such as Ferragamo, Burberry, Gucci, Prada, Hermes and Bvlgari, just to name a few.

"We have also added a new suite of F&B outlets called Tastes of Changi at Level 3 of the transit area, which includes brands such as Chen Fuji Fried Rice, Genki Sushi, Burger King, Subway and Kaveri, an Indian Vegetarian restaurant."

You can find this article at:

<http://www.travelretailexecutivenewsdigest.com/default.asp?newsid=1850>

BRISBANE INTERNATIONAL AIRPORT, AUSTRALIA



INTERNATIONAL TERMINAL, BRISBANE INTERNATIONAL AIRPORT, AUSTRALIA.

In 1992 Australia's Federal Airports Authority was authorized to proceed with the planning and development of a new International Terminal. To supplement their own in-house experts Talbot Consultants International Inc., under Richard Talbot, was retained as the consultants for the retail and other non-aeronautical revenue components. The work included a series of retail design workshops in Brisbane to critique the preliminary terminal plan and to develop other more viable options that would maximize the retail and other revenues. Our recommendations resulted in a very different solution to those originally proposed and were eventually accepted virtually unchanged. Brisbane International opened to great customer and industry acclaim and the operating results show that the retail and food & beverage components are significantly ahead of our projections.



LAGUARDIA INTERNATIONAL AIRPORT, NEW YORK, USA



US AIRWAYS TERMINAL, LAGUARDIA INTERNATIONAL AIRPORT, NEW YORK, USA.

In 2001 we were retained by Naramore, Bain, Brady & Johanson (NBBJ) to assist US Airways in planning a revitalisation of their LaGuardia terminal. The shuttle pier had recently been redeveloped by NBBJ and, as a result, the main terminal's retail and food & beverage offerings now looked tired and dated. Worse, they had received steadily declining approval ratings from passengers in the J.D. Powers surveys over the past few years. A detailed analysis of the existing concession operating results was conducted, correlated with the relevant passenger figures and compared with the productivities in similar terminals elsewhere. A series of design workshops was then conducted to determine the various structurally and financially viable re-development options and an optimum solution agreed upon. This solution presented to US Airways concluded that, if the recommended re-merchandising and revitalisation solution proceeded sales would increase by more than 50% over the next five years.



NINOY AQUINO INTERNATIONAL AIRPORT, MANILA, PHILIPPINES



NINOY AQUINO INTERNATIONAL AIRPORT IPT3, MANILA, THE PHILIPPINES.

In 1997 Talbot Consultants International Inc., was retained to act as the non-aeronautical revenues consultant for a due diligence study being conducted by Sir William Halcrow & Partners Ltd. of London, England for The Deutsche Bank who are the financial advisors to The Philippines Airport Terminals Co. (PIATCo). The project involved conducting a detailed due diligence study on all revenue and cost projections for Manila's new international terminal. In 1998 Talbot Consultants was retained directly by PIATCo to conduct the detailed concession study for all retail and food & beverage components for the new terminal. The study involved site visits and analyses of the existing Manila Airport, the existing Singapore and Bangkok Airports as well as the (then) newly opened Kuala Lumpur and Hong Kong Airports. Once our financial studies were completed a series of retail design workshops was held in both The Philippines and the USA with the clients, the contractors and the architects, Skidmore Owings & Merrill (SOM) of San Francisco. Based on our financial analyses and our design input recommendations the terminal's retail plans were significantly revised to relocate the retail and food & beverage in order to maximise sales and rents.

Manila International Airport Authority



PEARSON INTERNATIONAL AIRPORT, TORONTO



TERMINALS 1, 2, 3 & “NEW” PEARSON INTERNATIONAL AIRPORT, TORONTO, ONTARIO: 1989 TO 1999

Pearson International Airport, Toronto is Canada's busiest airport, handling 28.9 million passengers in 2000 with more than 1,200 arrivals and departures every day - or more than 426,506 aircraft movements. By the year 2020 - the number of travellers passing through the airport's gates is expected to reach 50 million. In 1989, with the first new terminal (Terminal 3) well into construction, Richard Talbot was engaged as the non-aeronautical revenues consultant for the mixed domestic and international Terminal 3 by the successful bidder, Airport Development Corporation. Although his involvement was too late to alter the location and basic design of the retail and other non-aeronautical components his input to the terminal architects, Scott Associates, resulted in significant re-designing of the retail component and, in particular, the entire servicing access. In addition his contacts within the retail industry resulted in ADC securing Harrods as their anchor tenant, other leading European airport retailers choosing Toronto as their North American entry point and several Canadian retailers selecting T3 as their first airport location. In 1991 Transport Canada announced the proposed privatization of Terminals 1 and 2. One of the leading bidders was Paxport Management Inc., an all Canadian consortium consisting of Bramalea, The Matthews Group and Air Canada. Talbot Consultants International Inc. was retained by Bramalea as their non-aeronautical revenue

consultant. The tasking included the planning and analysis of all non-aeronautical revenues for the bid. In December 1992 Paxport was awarded the contract but, after the Federal election, the contract was cancelled and, in 1996, the airport transferred to the Greater Toronto Airport Authority (GTAA). Their Airport Development Program (ADP) is a 10-year, \$4.4 billion plan. The focus of the GTAA's development program is the Terminal Development Project. It encompasses a number of individual projects, including the replacement of the obsolete Terminals 1 and 2 with a new single terminal; a new parking garage featuring more than 12,600 spaces and the realignment and expansion of associated roadways. The project is being completed in phases with a total budget of +/- \$3.3 billion. When all work is finished Terminal “New” will contain a gross floor area of 82 acres with 258 passenger check-in counters. In September 1997, Talbot Consultants International was once again selected to provide retail consulting services (as part of a joint Canadian / US consulting team) for the development of Terminal 1. The project has been completed with the first phase of Terminal 1 in 2004 and the second phase in 2007.



WINNIPEG INTERNATIONAL AIRPORT, CANADA



WINNIPEG INTERNATIONAL AIRPORT, WINNIPEG, MANITOBA, CANADA.

In 1997 Talbot Consultants International Inc., under Richard Talbot, was selected by The Winnipeg Airport Authority as their concession planning consultants. A detailed in-terminal consumer survey was conducted in early 1998 and a series of design workshops subsequently held with management and the airport's architects, L. M. Architectural Group of Winnipeg. An analysis to determine the optimum sizing and placement of food & beverage, gift & news and duty-free was conducted. The resultant study recommended placing concessions in the prime traffic areas by relocating those in "dead" areas and by adding new "banners" identified as preferred by the survey. A "hit list" of recommended food & beverage and retail "banners" was produced and contact between the recommended retailers and the WAA leasing team facilitated. The project is now completed and is operating extremely successfully.

