

出國報告(出國類別：其他)

## 出席2014年美洲航空城論壇會議報告書

服務機關：桃園國際機場股份有限公司

姓名職稱：費鴻鈞 總經理

劉慧琳 高級專員

郭至剛 助理工程師

派赴國家：美國

出國期間：民國103年12月7日至12月12日

## 公務出國報告提要

出國目的：費總經理鴻鈞受邀演說並出席2014年美洲航空城論壇會議報告書

頁數：62

主辦機關：美洲航空城論壇 Aerotropolis Americas conference & exhibition、丹佛機場

出國人員姓名：費鴻鈞、劉慧琳、郭至剛

服務機關：桃園國際機場股份有限公司

職稱：總經理、高級專員、助理工程師

出國類別：5.其他(參加國際會議)

出國期間：民國103年 12月 7日至12月 12日

分類號/目：

關鍵詞：航空城、美國丹佛機場、機場

內容摘要：

2014 年由美國丹佛國際機場舉辦美洲航空城論壇暨展覽盛會，邀請來自世界各國航空產業界專業人士、機場營運管理、房地產與都市規劃發展公司、經濟發展機構等 350 多位代表。該會針對航空城發展提出相關理論與實務。費總經理率代表團出席，並應邀於會中發表演說，並與國際知名航空城推動機構，共同與談，透過互動，呈現各航空城之特色，並相互觀摩學習，追求更精進的發展可能。演講內容針對台灣的旗艦計畫「桃園航空城」以及桃園機場第三航廈計畫發展重點給予說明，並與現場觀眾即時互動答問。此外，藉此公務機會，考察西雅圖與丹佛機場，尤其著重在自助報到系統與聯外交通規劃情形。

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## 壹、 目的

本公司費總經理率代表團出席位於丹佛之2014年美洲航空城論壇盛會，並應邀於會中發表演說。費總經理本次出席之主題場次為「Aerotropolis Around The World – Differences & Similarities」，與「上海同濟城市規劃設計研究院」、「Metropolitan Washington Airports Authority(華盛頓市機場管理局)」、「Parsons(帕森顧問，目前正負責阿布達比機場航廈興建)」等機構，就21世紀全球各地(包含美洲、歐洲、亞洲及中東)航空城的蓬勃進展，尤其是其所造成的重大效應，進行交流。並針對台灣未來數十年的旗艦計畫「桃園航空城」以及桃園機場第三航廈計畫、多功能大樓(Multifunction Building, MFB)發展重點，藉由本次國際會議之機會，向全球各相關行業專業人士進行說明。此外，途中順道考察國外機場自助報到系統規劃與使用情形，做為桃園國際機場參考



## 貳、 行程說明

### 一、 行程規劃

(一) 論壇活動議程表 (請詳大會活動議程表，如附錄 A)

(二) 本公司參訪團行程

日期	時間	行 程 摘 要
12 月 7 日 (日)	1200-1800	長榮(BR26) TPE 23:40 – SEA 18:10 <10hr30> 20:00 抵達下榻飯店 住宿：西雅圖(市區) The Westin Seattle Hotel
12 月 8 日 (一)	0900-1200	參訪西雅圖機場出境報到區自助報到系統 聯合(UA4979) SEA 11:00 – DEN 14:32 <2hr32> 17:00 抵達會場
	1200-1800	17:15-17:30 Speaker Briefing
	1800-2200	Welcome Reception (hosted by Denver Airports) 住宿：丹佛 Hyatt Regency Denver
12 月 9 日 (二)	0900-1200	<b>參與大會議程摘要：</b> 08:15 Opening remarks 9:15 Panel Discussion 10:30 Planning a competitive aerotropolis 11:30 Refreshment break \$ Exhibition 11:30 Aerotropolis in evolution 12:45 Networking lunch <b>14:00 Aerotropolis on a global scale，費總受邀演說</b> 15:15 Refreshment break 16:00 Governance & Collaboration
	1200-1800	
	1800-2200	
12 月 10 日 (三)	0900-1200	參訪丹佛機場
	1200-1800	聯合(UA5180) DEN 11:35 – YVR 13:43 <3hr08> 因班機延誤 3.5 小時，原訂拜會溫哥華機場總裁行程被迫取消 17:30 抵達溫哥華機場
	1800-2200	長榮(BR9) YVR 00:55– TPE 05:35(Dec 12) <12hr40>
12 月 12 日 (五)	0900-1800	06:00 抵達桃園機場，結束公差行程。

## 二、 論壇部分：

### (一) 關於 2014 美洲航空城論壇

2014 年由美國丹佛國際機場舉辦美洲航空城論壇暨展覽盛會，邀請來自世界各國航空產業界專業人士、機場營運管理、房地產與都市規劃發展公司、經濟發展機構等 350 多位代表。該會針對航空城發展提出相關理論與實務。

### (二) 論壇

費總經理獲邀發表演說的主題場次為「Aerotropolis Around The World – Differences & Similarities」，與「Parsons(帕森顧問，目前正負責阿布達比機場航廈興建)」(圖 1，左一)、「PT Angkasa Pura II (Persero), Indonesia's Airport Company (印尼機場公司)」(圖 1，左二)、「Metropolitan Washington Airports Authority(華盛頓市機場管理局)」(圖 1，左三)、「上海同濟城市規劃設計研究院」(圖 1，右二)、「MXD Development Strategists Ltd(發展策略顧問公司)」(圖 1，右一)等機構代表，就 21 世紀全球各地(包含美洲、歐洲、亞洲及中東)航空城的蓬勃進展，尤其是其所造成的重大效應，進行交流(上述講者之演講稿請詳附錄 B)。並針對台灣未來數十年的旗艦計畫「桃園航空城」以及桃園機場第三航廈計畫、多功能大樓(Multifunction Building, MFB)發展重點作出完整說明。隨著兩岸交流增加、旅客快速成長帶動下，既有航廈的容量已漸達飽和，台灣在亞太區各國機場環繞下，除加快建設腳步，如何積極發展成為轉運樞紐，化「挑戰」為「合作」，都是關鍵考量要點。



圖 1、由左而右依序為 Suzanne Culin (Senior Design Lead), Tri Sunoko(President Director), Roger Natsuhara(Deputy Vice President), 費總經理鴻鈞(President&CEO), Tianyao Sun(Deputy Director), Chris LeTourneur(President&CEO)。

費總經理講稿如下：



**Taoyuan Airport  
Taiwan**  
Connecting the World with Heart

**Aerotropolis Americas 2014  
Conference & Exhibition**

**Day 1: Aerotropolis on a Global Scale**

**AEROTROPOLIS AROUND THE WORLD –  
DIFFERENCES & SIMILARITIES**

**David Fei**  
President & CEO  
Taoyuan International Airport Corporation Ltd.

Ver.01.09.Dec.14

## I. The Networks at Taoyuan



- 161 Airport destinations = 113 International + 48 Mainland China cities
- 31 countries & territories
- 71 Air carriers, flying 560 Daily international movements



Updated by April 2014



## II. Put Taiwan Unique Strength to stimulate investments



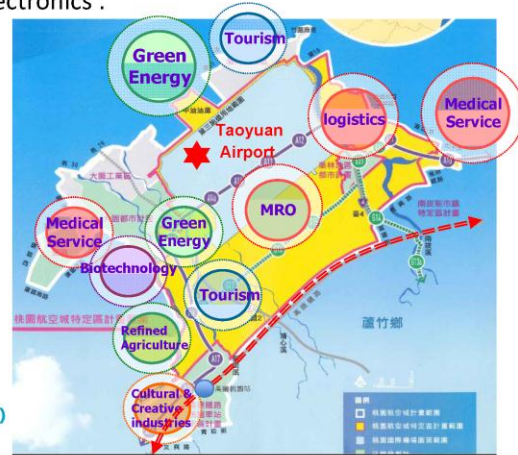
Aerotropolis shall serve as an incubator and test bed for Taiwan's Hi-Tech industries

- To incubate new value chains and new business models to support the development of the new smart city such as Automobile Electronics .
- Major components in Taiwan supply chain integrate touchscreen technique, semiconductor, IC Packaging and Testing Services, chips and panels etc.

*"Thanks for supports by Taiwan major components".*

*By Le Jun, Founder of "XIAOMI"*

**XIAOMI only focuses on Marketing & R/D**

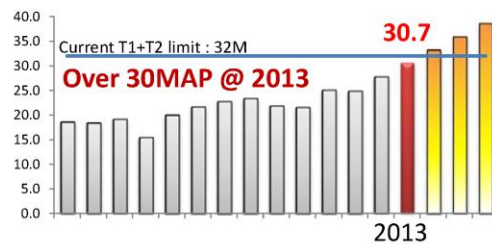


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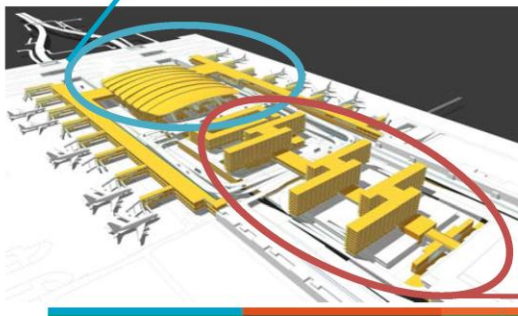
## III. Taoyuan Airport-New T3 & MFBs



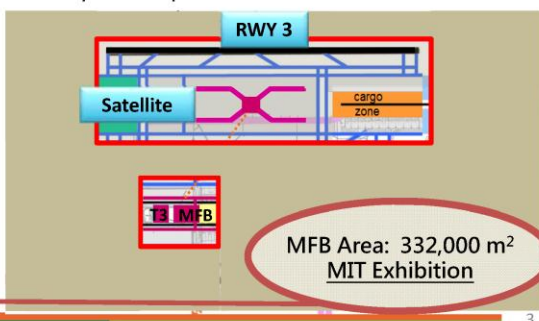
- Current terminal will reach its limit, and TTIA will need the Terminal 3 and 3<sup>rd</sup> runway for future growth.



T3 capacity: 20 MAP  
Area: 385,131 m<sup>2</sup>



The Conceptual Layout of Future Development of Taoyuan Airport



3

## IV. Keep improving service quality



*Taoyuan airport was awarded the Roll of Excellence award and the 3rd place plaque by size 25 to 40 million passengers in 2013 from ACI World Director General, Ms. Angela Gittens.*



### Taoyuan airport ranked No. 10 for layovers



Publication Date : 06/27/2014  
Source : [Taiwan Today](#)

Taiwan Taoyuan International Airport was recently rated as the world's 10th best facility of its kind for passengers to spend long layovers, according to a survey by U.S.-based travel website Matador Network.

The airport received the honor for a pair of Terminal Two libraries equipped with iPads and e-readers, each loaded with over 400 books and thousands of magazines and newspapers in Chinese and English. The devices, located in the C5 and D2 lounges, can be rented for any length of time.

According to an airport official, Terminal One also has its share of passenger-friendly features. "The freshly baked pineapple cakes available free of charge on a daily basis in departures are not to be missed. The same can be said for the yoga practice area and computer gaming equipment."

Singapore's Changi, Incheon International in South Korea and Hong Kong International are the top three airports on the list.

The survey also praised John F. Kennedy International Airport and San Francisco International Airport, ranked sixth and ninth, respectively. EU facilities such as London's Heathrow and Zurich Airport from Switzerland ranked fourth and fifth. (DF-JSM)

**"Taoyuan airport rated as world's 10<sup>th</sup> best facility for spend long layovers.**

*Said by U.S.-based travel website Matador Network, news released Jun. 27th, 2014*

### 三、 考察途經機場：

#### (一) 西雅圖機場地面交通規劃與自助報到作業

##### 1. 機場規劃簡述

##### (1).機場配置

西雅圖機場配置簡易示意圖如圖 2，只有一個主體航廈，呈 L 型，在空側部分，除了主航站體內之四個候機區塊 ABCD 之外，尚有南北兩個衛星廊廳，藉由地下電車與主體航廈相連。在路側部分，緊鄰航廈處興建停車場，除了提供停車服務，也創造更多路緣，提供計程車、捷運、公車等運輸載具的乘客上下車路緣設施。



圖 2、西雅圖機場配置示意圖

##### (2).衛星廊廳與主航廈的運輸設計(地下通道)

旅客在衛星廊廳完成入關手續並提領行李後，搭乘地下電車前往主體航廈，電車設計不提供行李手推車進入，相應的配套措施，則是另闢行李輸送帶，同步穿越地下道，與乘客幾乎同時抵達主體航廈。這對於行李量較多的旅客，提供了相當好的服務。

### (3).大型立體停車場

西雅圖機場配置簡易示意圖如圖 2，圖中所示深灰色部分是停車場，他的建築外型與主體航廈的 L 型設計相呼應，共有 level 3,4,5,6,7,8 等六層。圖 3 是設計給量體最大的大眾運輸使用者，了解上下車處與主航廈之間的動線示意圖，包括輕軌電車以及市區巴士，皆安排在停車場外(圖 3 的上方中間處)，旅客必須循圖 3 中綠色動線，以步行方式穿越停車場前往主航廈，在這其間，須穿越 1 條 Skybridges。圖中可見，主航廈與停車場之間有 6 條 Skybridges 連通。圖 4 則是旅客即將穿越 skybridges 前往停車場的實景照片。計程車服務點即是在進入停車場後的最近路緣處，圖 5 為實景照片。停車場總共可以提供 13000 個車位，鼓勵自小客車使用停車場，如有違規小客車靠近主航廈路緣違規等候旅客，警察會嚴正驅離。以上設施規劃與配套措施，成功地創造更多路緣，也避免主體航廈路緣被超量需求之交通量塞爆。

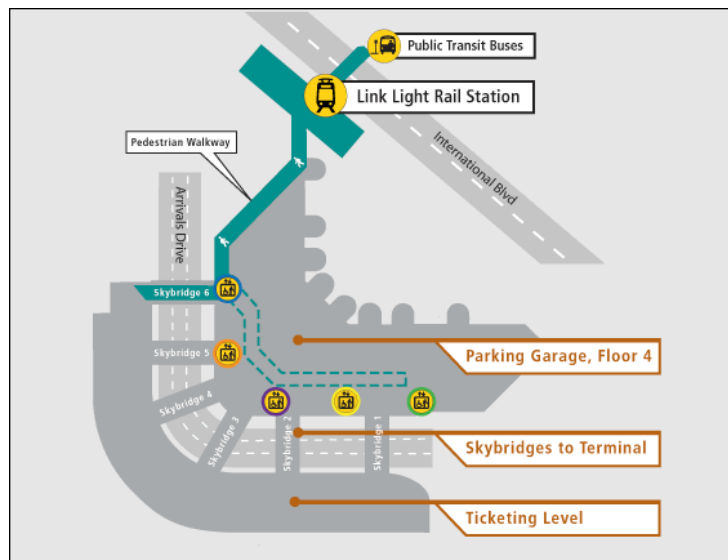


圖 3、西雅圖機場大眾運輸系統與航廈連通動線示意圖



圖 3-1、輕軌電車進站畫面，依圖 3 所示，穿越高架天橋，還可以前往市區公車站



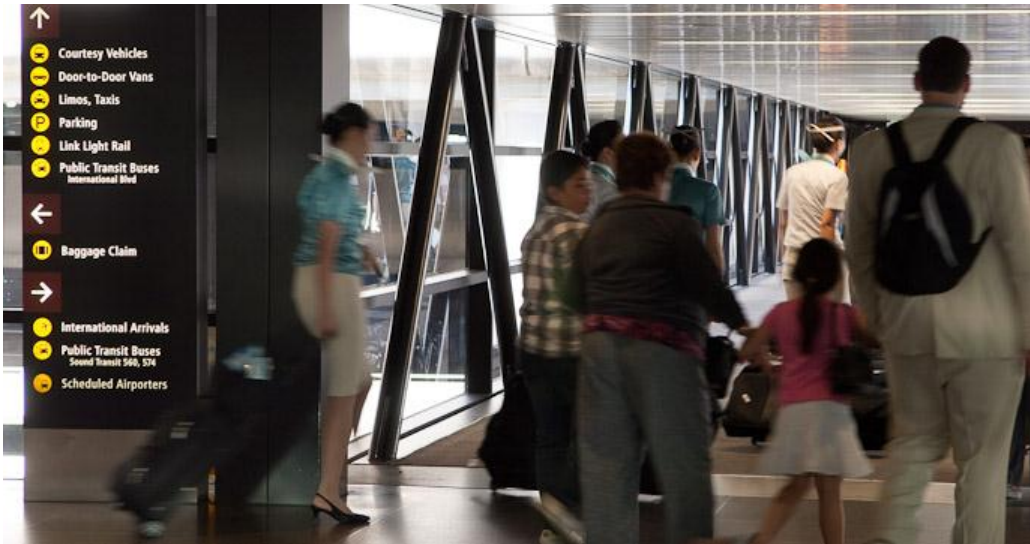


圖 4、西雅圖機場 Skybridges 實況(前往停車場)



圖 5、位於停車場內的計程車服務點

## 2. 自助報到作業

考察西雅圖機場的自助報到系統，不同航空公司之間，做法略有不同，但總括來說，可以依其步驟設計，達到以下功能訴求：

- 1.自助報到，無託運行李者，自行透過機場設備列印登機證
- 2.自助報到，有託運行李者，辦理託運手續。
- 3.網路報到已取得登機證者，在路緣處託運行李，進入航廈後，完全無需使用報到空間，可以直接進入安檢出關等步驟。

依各航空公司自行規劃設計的系統及其配套動線，主要可區分為兩種作業模式，分別是：一站式服務(one-step service)或兩站式服務(two-step service)，此外，還有第三種，自成一格的網路報到路緣託運服務，以下分別介紹。



首先，下列圖組以美國聯合航空(UA)為例，詳述一站式服務(one-step service)  
自助報到作業系統操作情形：



圖 6-1、自助報到系統有中英文介面可選擇

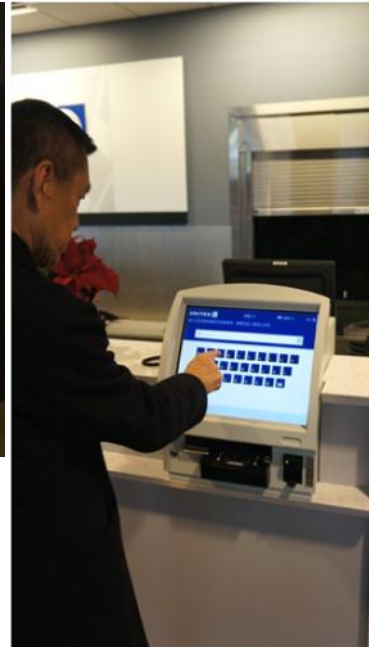


圖 6-2、使用者輸入航空公司訂位代號



圖 6-3、系統回應使用者訂位資訊

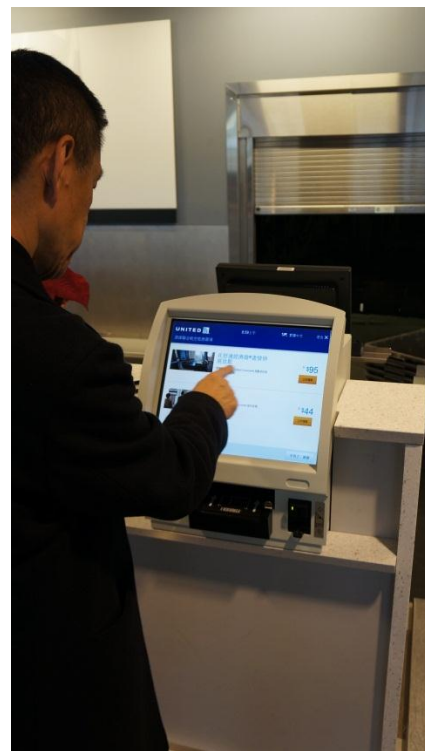


圖 6-4、系統詢問是否另外付費升等座艙



圖 6-5、倘使同意付費升等，進入選位畫面



圖 6-6、系統提供其他優惠服務



圖 6-7、詢問是否有託運行李



圖 6-8、輸入託運行李件數，右下角並提供費用說明

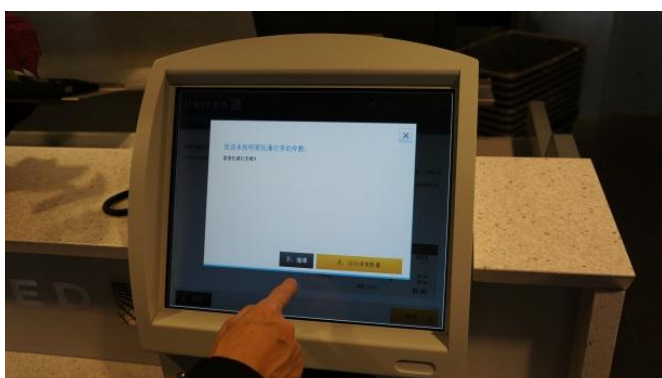


圖 6-9、依據使用者輸入情形，引導進入登機證列印畫面，或通知等候航空公司人員服務。



圖 6-10、託運行李秤重、收費、黏貼行李條、搬運至輸送帶上，皆由航空公司人員操作。

### 一站式服務(one-step service)自助報到特色：

由圖 6-10 可見，服務人員數通常少於櫃位數，係考量到部分使用者並無託運需求之統計情況。大幅以自動化報到設備，取代傳統人力來服務旅客。航空公司服務

人員，會在有託運行李需求的時候，主動協助秤重、付費、黏貼行李條、搬運行李至輸送帶上。如果託運 0 件，即可由圖 6-9 所示，取得自動列印之登機證。

其次，下列圖組以美國 Delta 航空為例，簡單說明兩站式服務(two-step service)自助報到作業系統操作情形，由於操作畫面內容大同小異，僅就其兩站式設計相關配套之動線規劃情形，做以下 2 張圖片說明。



圖 7-1、兩站式服務的第一站，取得登機證。



圖 7-2、兩站式服務的第二站，辦理行李託運。約 40 秒完成一位旅客託運作業。

### 兩站式服務(two-step service)自助報到特色：

第一站的設計，可方便無託運行李者，迅速取得登機證，因無行李輸送帶需求，



設施擺放空間自由度高，同時可以高度提升報到密度。對於有託運行李者，也可以先在這裡取得登機證後，前往第二站。

第二站的設計，就跟傳統的人工報到櫃台相同，因為需搭配工作人員及行李輸送帶等功能設計。但是，因為分流成功，無託運行李者，已在第一站完成報到手續，有託運行李需求者，才會進入第二站，所以未見攏長排隊人潮。同時，經本團隊實測作業時間，約 40 秒即可完成一位旅客之行李託運手續。

最後，介紹第三種，網路報到，路緣託運服務。在出境層航廈外之路緣，提供行李託運區，有秤重、收費、貼行李條等作業由專職人員協助旅客辦理。並有大型行李投入口接收完成託運手續的行李，並輸送。可由圖 u 照片的右側，由反方向(由航廈內往外看的角度)觀察該投入口。經了解，本項服務，是提供已經完成網路報到並自行取得登機證(包含經由智慧手機下載)之旅客，辦理行李託運。設施規劃在航廈路緣上，包含行李輸送設備等。

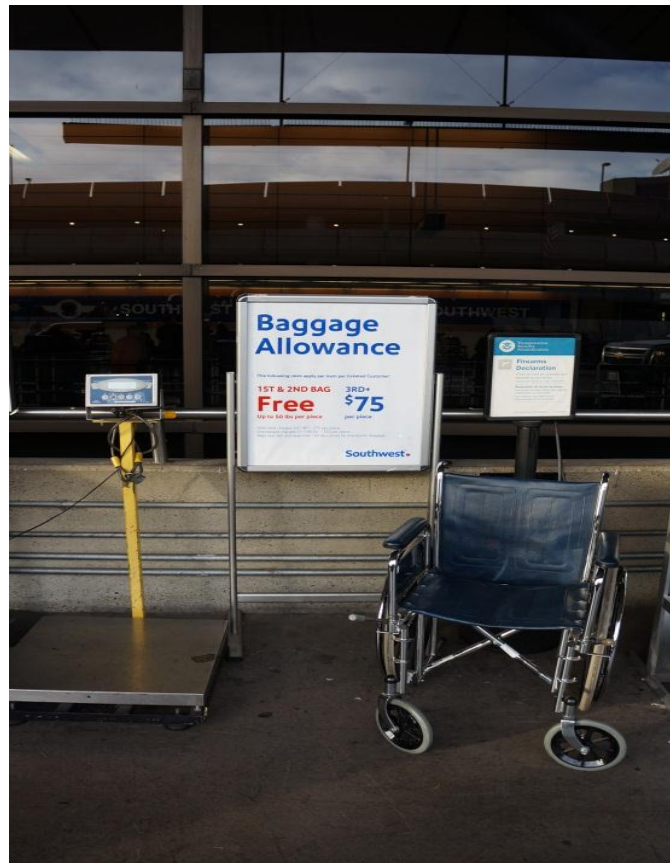


圖 8、路緣託運

#### 網路報到，路緣託運服務特色：

因應網路報到之高普及率，這樣的設計，使這一類旅客，完全無需使用到航廈內的報到空間，再次將報到旅客分流，減低排隊報到的可能性。

## (二) 丹佛機場設施與地面交通規劃情形



圖 9、下機前往提領行李路途中，雙向共四條電動走道。

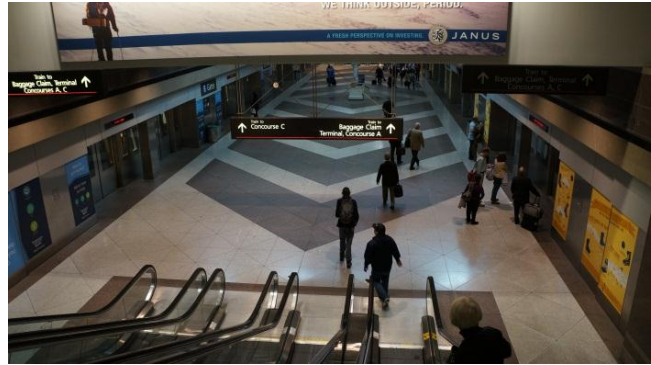


圖 10、從衛星廊廳前往主航廈需搭乘電車，左右兩邊皆是電車月台，

以下圖組為入境層的聯外交通車道分流情形，丹佛機場因為土地龐大，易於規劃各類車輛分流，即是垂直拉開路緣(類似台北公車專用道概念，因為土地龐大，可以創造更多的平行路緣)入境區車道分流，大抵有分自小客車、計程車、商業接駁車，最外圍是大型公共巴士(缺照片)。



圖 11-1a、第一路緣提供自用小客車接旅客上車



圖 11-1b、同圖 11-1a(另一方向拍攝)



圖 11-2a、第二路緣提供機場地面交通之相關業者商業接駁車載客服務



圖 11-2b、同圖 11-1a(另一方向拍攝，同時可見計程車服務在第三路緣)

## 參、心得及建議事項

### 一、心得

身處二十一世紀的今天，面對全球化、資訊化的浪潮，我們不可能置身事外。

在網際網路無遠弗屆的發展下，虛擬社群無視空間的距離緊緊相依，世界任何角落的訊息都可以在螢幕前展現；然而正因為心理上靠得更近，如何縮短物理上的距離，以與遠方親友相聚、與商業夥伴面談、造訪心儀已久的城市、享用異國美酒佳餚.....等，對於旅行、物流的渴望，也空前地沸騰。於此情勢下，機場足以做為全球化網絡的節點，甚至在不久的將來，可見城市如同鐵路時代以火車站為中心一般，圍繞著機場發展。

這或許是各國紛紛以航空城為發展策略的原因之一，然由於航空技術、禁限建、噪音、保安，以及油汙等種種因素，目前機場周圍的土地使用密度及方式，尚需要學界及地方政府積極研擬、嘗試，各國也莫不積極進行。Kasarda 教授籌畫的一系列航空城論壇，成為各界交流的平台，使得航空城由一個商業模型，經由不同領域專家的跨界辯證，以及眾多實例的反覆回饋，逐漸發展出兼顧商業、都市規劃，以及機場設計的完整論述，無疑加速了城市以機場為中心的發展趨勢。

規劃桃園航空城，不僅是要最大化機場的效用，也是要盡可能提供機場發展所需的沃土；利用機場作為全球節點的特殊性，來促進相關產業的發展，並提高在地觀光收入，達成在地全球化的同時，也藉由產業鏈的連結，以及地方民情風景的特色，實現在地全球化。

放諸此屆論壇與會代表們對於機場發展的看法，可以想見，如今招標在即的第三航站區設計案，勢將成為桃園航空城發展的引擎，前提是要在「代表性」、「獨特性」，以及「功能性」等三個項目上，達到國際一流水準。「代表性」是一種自明性，意指讓我國文化與台灣特殊性的象徵意義，力圖使旅客能見微知著，能從航站設計與商業經營中，簡單看見台灣特色；「獨特性」是指作為地標性建築的視覺震撼與美學詮釋，必須至少能與鄰近國家的標竿機場相抗衡，最好能超越台北 101 給予外人的印象；「功能性」則不用多作解釋，服務旅客與班機的各項功能，內部色調、採光、動線，以及 IT 設備等，自然應該盡可能具有高規格水準。若能在上述三個項目實現一流水準，相信桃園航空城的蓬勃發展將是順水推舟。

## 二、 建議

本次參加美洲航空城論壇暨途經北美機場之參訪，看到目前機場發展的趨勢，建議如下：

### (一) 設法提高自助報到設備、以及網路報到的使用率，並盡可能提供多元化的報到方式：

桃園國際機場設置自助報到設備多年，使用率卻總停滯不前，此與近年團客進出模式占多數或有關聯，但更多可能還是宣導不足。此行途經西雅圖、丹佛、溫哥華等三座機場，其旅客報到方式皆以自助報到設備或網路報到為主，幾乎不見傳統人工報到櫃台。這種半強迫的方式在東京成田機場也可發現，該機場係為兩站式服務，以服務旅客為最高指導原則的日本地勤人員，會引導旅客前往自助報到設備，並介紹使用方式，待旅客以自助方式完成報到手續後，再引導旅客前往託運行李。此外，如溫哥華機場般，在捷運站及停車場出口處設置自助報到設備，盡可能分散人流，提高航站空間的使用效率，也值得效法。至於採用網路方式報到的旅客，若桃機短期內難有行李輸送路線的大幅變動，則可以透過提供更明快的動線予其託運行李，以鼓勵旅客在家中，或以手機 APP 完成報到手續，如此應能稍減尖峰時刻出境大廳人滿為患的窘境。

### (二) 增設公車或大客車專行道，以增加路緣總長；改善停車場與出入境大廳之間的步行關係（新建立體停車場），並將接客車輛限制在停車場內上下車：

經整建後，第一航廈周邊的車輛交通問題已大幅改善，但第二航廈周邊的行車動線仍是一團糾結的毛線球。西雅圖、丹佛、溫哥華等機場的行車動線有兩個共同點，值得桃機效法：第一，接客車輛都只能在停車場內上下車，能使用航廈路緣的只有送客車輛；而公車則有專用的車道及路緣，而且公車來來去去，不會久候擋路。第二，旅客從航廈任一層都可以通往停車場，反之，從停車場任一層也都可以通往航廈，如此一來，可以大幅降低人行垂直動線的需求，因為旅客會到停車場中上下樓，而不像現在的桃園機場，駕駛大都要下到 B2 層才能前往停車場，或從 B2 逐層爬到出入境大廳。新建立體停車場，以改善停車場與航廈內的步行關係，將有助於打開第二航廈周邊行車動線的死結，

## 肆、 附錄

### 附錄A. 大會行程

### 附錄B. 其他講者演講稿整理

- 一、 Chris LeTourneur 演講稿/ President&CEO ,MXD Development Strategists Ltd/  
講者照片(圖 1，右一)
- 二、 Tianyao Sun 演講稿/ Deputy Director,上海同濟城市規劃設計研究院/ 講者照  
片(圖 1，右二)
- 三、 Roger Natsuhara 演講稿/ Deputy Vice President , Metropolitan Washington  
Airports Authority/ 講者照片(圖 1，左三)
- 四、 Tri Sunoko 演講稿/ President Director , PT Angkasa Pura II (Persero),  
Indonesia' s Airport Company / 講者照片(圖 1，左二)
- 五、 Suzanne Culin 演講稿/ Senior Design Lead , Parsons/ 講者照片(圖 1，左一)



## CONFERENCE & EXHIBITION

# UNITING THE AIRPORT DEVELOPMENT & REAL ESTATE COMMUNITIES IN THE AMERICAS REGION & ACROSS THE GLOBE

December 8 – 10, 2014  
Colorado Convention Center  
Denver, USA

## GAIN UNIQUE INSIGHT INTO CRITICAL INDUSTRY TOPICS FROM INTERNATIONAL EXPERTS



**Michael B. Hancock**

Mayor  
City and County  
of Denver



**Janet Schafer**

Airline Affairs & Real Estate  
Director  
HAS – Houston Airport System



**Geoffrey Wilson**

President & Chief Executive Officer  
Toronto Port Authority/Billy Bishop  
Toronto City Airport

### Success stories

Discover the positive impacts of an aerotropolis development including commercial real estate, non-aeronautical revenues and urban regeneration

### Global case studies

Understand how to identify and access international opportunities whilst engaging, aligning, and managing numerous stakeholder interests

### Economic success

Review examples of creating sustainable growth, building a resilient business and delivering economic success through aerotropolis development

### Networking

Connect and do business with senior decision-makers within airport development, government and real estate

#### Host



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# AEROTROPOLIS AMERICAS 2014 CONFERENCE & EXHIBITION

## WHY ATTEND?

The Aerotropolis Americas Conference & Exhibition is the annual event for the global airport development and real estate communities within the Americas region and across the globe. This three-day conference and exhibition will build on the concept of the airport city to explore how the broader aerotropolis can drive the economic development of a whole region up to 40 miles from the airport.

Hosted by Denver International Airport, the event will gather over 350 senior decision-makers from airports, local, regional and national governments, economic development agencies, financial institutions, real-estate and urban development companies, construction and engineering firms, industry suppliers and global and regional businesses to gain unique insight into critical industry topics from international experts.

The land surrounding Denver International Airport and the eventual rail-linked route between the airport and downtown Denver's Union Station, labelled the 'Corridor of Opportunity', comprise one of the most compelling commercial investment opportunities in the US. Explore the progress of this project as well as other existing and planned airport city and aerotropolis developments in the Americas (and further afield) and take away practical recommendations and best practice that can be applied to other airport city and aerotropolis development projects.

### What is an aerotropolis?

Similar both in form and function to a traditional metropolis, which has a central city core and commuter-linked suburbs, the aerotropolis concept is a form of urban planning in which a city's entire layout, infrastructure, and economy is centered around the airport.

Existing already as an 'Airport City', which primarily concerns the commercial developments and facilities in the immediate vicinity of the airport, or 'inside the fence', the aerotropolis blurs conventional airport boundaries and spreads outwards into the surrounding area through transportation corridors dotted with clusters of aviation-linked businesses and associated residential development.

### EXPERT SPEAKERS SHARING THEIR KNOWLEDGE AND EXPERIENCES INCLUDE:



**Scott A. Brockman**  
President & Chief Executive  
Officer  
Memphis-Shelby County  
Airport Authority



**Chris LeTourneur**  
President & CEO  
MXD Development  
Strategists Ltd



**Robert Ficano**  
County Executive  
Charter County of Wayne,  
Michigan – the Detroit  
Aerotropolis



**Tianyao Sun**  
Principal Planner  
Shanghai Tongji  
Urban Planning & Design



**Kim Day**  
Chief Executive Officer  
Denver International Airport

### Critical topics to be discussed

- Planning a competitive aerotropolis – exploring stakeholder engagement and governance models
- Developing environmentally sustainable and economically driven airport city and aerotropolis developments
- A real estate developers perspective on investing in facilities in and around the airport
- Assessing finance options and the decision making process behind investments
- Sustainable non-aeronautical revenue generation to fund Aerotropolis infrastructure

**See the conference program for further details**

# AEROTROPOLIS AMERICAS 2014 CONFERENCE & EXHIBITION

## CONFERENCE PROGRAM

### DAY ZERO MONDAY DEC 8 2014

9:00 – 13:30

#### AIRPORT CITY TOUR – DENVER INTERNATIONAL AIRPORT'S HOTEL AND TRANSIT CENTER

Further information provided in the 'Social Events' section of this brochure.

14:00 – 17:00

#### INTRODUCTORY WORKSHOPS

##### FULLY UNDERSTANDING THE AIRPORT CITY & AEROTROPOLIS DEVELOPMENT MODELS

Led by Professor John D. Kasarda, Director of the Center for Air Commerce at the University of North Carolina, a series of two pre-conference workshops will offer both first-time and regular attendees a full understanding of the airport city and aerotropolis concepts. The foundation and intermediate/advanced sessions will cover principals, central tenants, cases, challenges, and strategies for successful airport city and aerotropolis development.

**Foundation Level Workshop: 14.00-15.20**

**Intermediate/ Advanced Level Workshop: 15.30-17.00**

**Prof John D. Kasarda**, Director, Centre for Air Commerce, University of North Carolina, Honorary Chairman

17:45 – 19:45

#### OPENING CEREMONY & WELCOME RECEPTION

### DAY ONE TUESDAY DEC 9 2014

08:15 – 8:30

#### CHAIR'S OPENING REMARKS

**Jeffrey Fegan**, Former CEO, Dallas Fort Worth International Airport & CEO, JeffFegan.com LLC

8:30 – 8:45

#### HOST WELCOME

**Michael B. Hancock**, Mayor, City and County of Denver

08:45 – 9:15

#### FRAMING THE AEROTROPOLIS

Setting the stage for the panels and sessions which follow, key issues underlying 21st century aerotropolis development are highlighted. These include:

- economic drivers and value proposition
- essential commercial, spatial, and functional components
- strategies for successfully planning and implementing airport cities and the broader aerotropolis model

**Prof John D. Kasarda**, Director, Centre for Air Commerce, University of North Carolina (Honorary Chairman)

9:15 – 10:15

#### Panel Discussion:

#### COLLABORATION

A distinguished panel of mayors and senior politicians discuss the importance of air connectivity to their region and highlight the role of aviation and the emergence of the airport city and greater aerotropolis in stimulating economic development for the benefit of their region.

**A panel of Mayors** (speakers to be confirmed)

#### PLANNING A COMPETITIVE AEROTROPOLIS

10:15 – 11:15

#### THE CHALLENGE OF GOING FROM VISION TO REALITY

This kick-off session brings together a broad stakeholder group involved in airport city and aerotropolis planning to explore the challenges and opportunities of airport development in the next decade and beyond.

**Jeffrey Fegan**, Former CEO, Dallas Fort Worth International Airport & CEO, JeffFegan.com LLC

**Mark E. Gale**, CEO, Philadelphia International Airport  
**Rina Cutler**, Deputy Mayor, Transportation & Utilities, City of Philadelphia

**Moderator: Prof John D. Kasarda**, Director, Centre for Air Commerce, University of North Carolina (Honorary Chairman)

#### 11:15 REFRESHMENT BREAK & EXHIBITION

#### AEROTROPOLIS IN EVOLUTION

11:45 – 12:45

#### AIRPORT CITIES & AEROTROPOLIS IN THE AMERICAS

Exploring the emergence of the airport city and aerotropolis concept as a major facilitator of a fast-paced, internationally-connected regional economy in the Americas. Typically

# AEROTROPOLIS AMERICAS 2014 CONFERENCE & EXHIBITION

## CONFERENCE PROGRAM

driven by the desire to increase and stimulate economic development whilst taking advantage of the synergy of the existing economic engine of the airport, the growth of the aerotropolis in the Americas has been hypothesized.

**Scott A. Brockman**, President & Chief Executive Officer, Memphis-Shelby County Airport Authority

**Chad Bowman**, Aerotropolis Master Plan Project Manager, Memphis-Shelby County Division of Planning and Development

**Myron Keehn**, Vice President, Commercial Development, Edmonton International Airport (EIA)

**Aluizio Bomfim Margarido**, Diretor Comercial, Viracopos Aeroportos Brasil

**Moderator: Roddy Boggus**, Senior Vice President/ Global Aviation Market Leader, Aviation Director, Parsons Brinckerhoff

### 12:45 NETWORKING LUNCH

13:45 – 14:00

### KEYNOTE PRESENTATION

**Dr. Tony Frank**, President, Colorado State University

### AEROTROPOLIS ON A GLOBAL SCALE

14:00 – 15:15

#### Guest Report:

### AEROTROPOLIS AROUND THE WORLD – DIFFERENCES & SIMILARITIES

This session provides an overview of the similarities and contrasts between airport cities and aerotropolis in the Americas compared with the rest of the world (Europe, Asia & Middle East), focusing on the lessons learned and areas for improvement.

**Tianyao Sun**, Principal Planner, Shanghai Tongji Urban Planning & Design

**David Fei**, President & CEO, TIAC (Taiwan Taoyuan International Airport)

**Ginger Evans**, Vice President for Engineering, MWAA – Metropolitan Washington Airports Authority

### 15:15 REFRESHMENT BREAK & EXHIBITION

**FOR THE LATEST PROGRAM AND SPEAKER UPDATES VISIT, [WWW.AEROTROPOLIS.AERO](http://WWW.AEROTROPOLIS.AERO)**

### GOVERNANCE & COLLABORATION

15:45 – 17:00

#### Governance Think Tank:

### ACHIEVING A SHARED VISION

This session highlights the different governance models employed and addresses the advantages and disadvantages for the cities, countries and communities who need to partner and work together in order to secure the economic growth and development of the region they live in.

**Robert Ficano**, County Executive, Charter County of Wayne, Michigan – the Detroit Aerotropolis

**Geoffrey Wilson**, President & Chief Executive Officer, Toronto Port Authority/Billy Bishop Toronto City Airport

**Tom Clark**, Chief Executive Officer, Metro Denver Economic Development Corporation

### 17:00 CLOSING REMARKS FROM THE CHAIR

### 17:15 END OF DAY ONE & GALA EVENING

## DAY TWO WEDNESDAY DEC 10 2014

### THE DENVER STORY – GET ON BOARD, BUCKLE UP & GET INSPIRED!

09:00 – 9:30

### UPDATE FROM DENVER INTERNATIONAL AIRPORT

An overview of the progress in Denver, including a frank conversation about some of the key challenges encountered along with the opportunities and benefits resulting from the project. This session offers deep insights into the practical implementation of a robust aerotropolis development strategy.

**Kim Day**, Chief Executive Officer, Denver International Airport

### BUILDING A SUSTAINABLE AIRPORT CITY

09:30 – 10:15

#### Interactive Panel Discussion:

### PRESENTING SUSTAINABLE STRATEGIES

This session will feature airports, architectures, consultants and PPP's sharing their experiences in creating environmentally and economically sustainable airport city and aerotropolis developments.

**Warren Thompson**, Program & Project Management, Project Economics, Stantec



**AEROTROPOLIS**  
AMERICAS



# AEROTROPOLIS AMERICAS 2014 CONFERENCE & EXHIBITION

## CONFERENCE PROGRAM

**Pierre Loyer**, Vice-President, Exploitation / Vice-President, Operations, Cofely Services Inc.  
**David J. Carlson**, CSR-P, Vice President, Director of Sustainable Development, Parsons  
**Michael Sibilia**, Chief Financial Officer, JFK International Air Terminal LLC  
**Moderator: Shammi S. Ratti**, Vice President & National Director – Air Transportation, URS Corporation

### 10:15 REFRESHMENT BREAK & EXHIBITION

#### THE MARKET FORECAST

10:45 – 11:45

##### Industry Perspective Discussion:

#### ECONOMIC DEVELOPMENT & TRENDS

Economic development experts will take center stage to focus on some of the key global trends that support the growth of airport city and aerotropolis developments, including the shifting role and impact of the cargo airfreight business; drawing on real world examples and case studies.

**David Hopkins**, Director of Aviation, New York City Economic Development Corp.

**Jane L. Morris**, Executive Director, Phoenix Mesa Gateway Airport Authority

**Enno Osinga**, Senior VP Cargo, Amsterdam Airport Schiphol

#### AIRPORT LAND REVENUE DEVELOPMENT

11:45 – 12:30

#### GENERATING NON-AERONAUTICAL REVENUES – MEETING FINANCIAL & GROWTH NEEDS

This session looks at airport revenue generation models (outside of the terminal) and explores the role of the airport city as a catalyst and competitive accelerator for non-aeronautical revenues and economic growth.

**Randy Forister**, Senior Director of Development, Allegheny County Airport Authority/Pittsburgh International Airport

**Rick Etter**, FAA National Resource Expert on Airport Land Use and Real Property Valuation, Federal Aviation Administration, Office Airport Planning and Programming, Community and Environmental Needs Division; Washington, DC

**Dan Poremba**, Managing Director – Airport City Development, Denver International Airport

**Tom Marano**, President, Air Serv (an ABM company)

**Leonard Carder**, Executive Vice President, ABM Parking Services

**Moderator: Chris LeTourneur**, President & CEO, MXD Development Strategists Ltd.

### 12:30 LUNCH BREAK

Follow @AirportCities for news on airport city and aerotropolis projects around the globe and the latest event news.  
#AerotropolisAmericas

#### REAL ESTATE DEVELOPERS PERSPECTIVE

14:00 – 15:00

##### Interactive Onstage Interview:

#### 360 DEGREE PERSPECTIVE – DEVELOPERS ON AND OFF AIRPORTS

During this interactive session we focus on how airports and adjacent landowners can involve the real estate development community; the unique opportunities available for real estate developers both at the single project level and through partnership with the airport (including potential P3 financing structures). A unique mix of airport representatives and developers will present their case to the audience, talking through their experiences, expectations, needs and wants; arming viewers with “take-home” strategies that can be put into practice for the benefit of the community.

**Janet Schafer**, Airline Affairs & Real Estate Director, HAS – Houston Airport System

**Gregory C. Owens**, Assistant Aviation Director/Miami-Dade Aviation Department, Miami International Airport

**John Terrell**, Vice President, Commercial Development, Dallas/Fort Worth International Airport

**Moderator: Paul Neal**, Principal, Parsons Brinckerhoff

15:00 – 16:00

#### REAL ESTATE PERSPECTIVE – TENANTS, INVESTORS & LENDERS AS STAKEHOLDERS

Hear first-hand from tenants, investors and lenders about the factors influencing their decision to invest in or locate facilities in and around the airport. Hear from tenants how this move positively impacted their business and gain insights into the decision-making process behind investments from lenders who have provided capital for airport city and aerotropolis real estate. After hearing a number of case studies, attendees will have the opportunity to pose questions and shape a moderated panel discussion with national and global panellists.

**Lynda Shillaw**, Divisional Chief Executive Property, Manchester Airports Group

**Paul Bloom**, Vice President, Goldman Sachs & Co.

**Kevin Baker**, Airport Director, Piedmont Triad International Airport

**Jim Sabonis**, Managing Director, FirstSouthwest

### 16:00 CLOSING REMARKS OF THE CHAIR

### 16:15 CONFERENCE ENDS

Register now at [aerotropolis.aero](http://aerotropolis.aero)

## THE HOST

# DENVER INTERNATIONAL AIRPORT



**Kim Day**

Chief Executive Officer  
Denver International Airport

Dear Colleagues,

I hope you can join us in Denver, Colorado (USA) later this year for the 2014 Aerotropolis Americas Conference & Exhibition.

This year's conference will take place in a very special region; one where we enjoy more than 300 sunny days a year, nearby majestic mountains with world-class ski venues, and a thriving business community that Denver International Airport (DEN) connects to the world. We look forward to showing you our progress in making DEN's Colorado Aerotropolis a reality.

The conference will offer a closer look at our vision for optimizing the fifth busiest airport in the United States and its connection with surrounding communities through innovative transit-oriented development, aviation-linked businesses and community partnerships.

Denver International Airport will be "America's favorite connecting hub, where the Rocky Mountains meet the world." We invite you to come explore our great city and state and collaborate with peers and regional business leaders; share your experiences and learn from others.

I truly hope you can join us!

## WHAT'S NEW FOR 2014:

- Practical recommendations and best practice from airport project leaders from across the Americas and further afield
- More engaging and innovative session formats – onstage interviews, flash reports, think-tanks and interactive panel discussions
- Progress update from Denver International Airport – insight into key challenges and benefits
- Gain real-life insight from tenants, investors and lenders into the decision-making process for investment in and around the airport
- Critical topics identified through consultation with a dedicated steering committee of industry leaders
- Increased number of industry suppliers showcasing business-critical products and services
- International experts from a cross-section of the industry sharing their knowledge and understanding of the airport city and aerotropolis concept

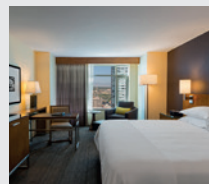
## THE VENUE



The Colorado Convention Center is a multi-purpose convention center located in Downtown Denver. The Center opened in 1990, with more than 100 professional meeting planners working together with architects to design every aspect of the building, the result being a simple; sensible, state-of-the-art facility in the heart of downtown Denver. The Colorado

Convention Center is now home to over 250 events annually, located within easy walking distance of over 8,400 hotel rooms, 300 restaurants, 9 theatres of the Denver Performing Arts Complex and a wide variety of shopping and retail outlets.

## ACCOMMODATION



Enjoy an exceptional lodging experience at our preferred hotel, the Hyatt Regency Denver, recipient of TripAdvisor's 2014 Certificate of Excellence. Walking distance from the Colorado Convention Center, the hotel features 516 elegant nonsmoking guestrooms, personal service and an

extensive array of amenities. Our convenient downtown Denver location makes it easy for guests to access the 16th Street Mall, as well as an incredible selection of arts, entertainment and sporting events.

*Rates start at \$139 per room, per night.*

**For further information or to book a room, visit [www.airportcities.aero/venue](http://www.airportcities.aero/venue)**

# SOCIAL EVENTS

## AIRPORT CITY TOUR – DENVER INTERNATIONAL AIRPORT'S HOTEL AND TRANSIT CENTER

MONDAY, DECEMBER 8, 2014

Kick off Aerotropolis Americas with an exclusive tour of the Denver Aerotropolis and DEN's planned commercial development, including the new Hotel and Transit Center, now under construction. Catch a glimpse of the Rocky Mountains from inside one of the new 519 hotel rooms, find out how designers fit the new structure within its surrounding environment and get a first-hand look at the project's unique transit center, public plaza and conference center spaces (lunch is scheduled inside the partially complete building). When it opens in late 2015, DEN's hotel and transit center will fulfill both the final piece of the Airport's original master plan and the first piece of Denver International Airport's commercial development initiative, completing the original vision for DIA. The tour will look at the transit-oriented developments planned adjacent to the three East Line Commuter Rail stations on DIA land as well as the catalytic development occurring along the "Corridor of Opportunity".

## NETWORKING ACTIVITIES

All delegates are invited to take advantage of the numerous complementary networking opportunities that take place during Aerotropolis Americas – including the Welcome Reception and Gala Dinner – they are a great way to interact with fellow delegates, speakers, sponsors and exhibitors in a relaxed atmosphere.

## OPENING CEREMONY & WELCOME RECEPTION

MONDAY, 8 DECEMBER 2014

The Welcome Reception will provide a platform for the Aerotropolis Americas to be officially opened, together with the exhibition room, for delegates to browse and network.

## DRINKS RECEPTION & GALA DINNER

TUESDAY, DECEMBER 9, 2014



Continue conversations with fellow colleagues, speakers, sponsors and exhibitors at the historic Union Station on Wynkoop Street. Revitalized as the centerpiece of a bustling downtown, offering

more transportation services, connections, and access than ever before, the Union Station will provide a relaxed environment to network with colleagues before heading to DaVita for the Gala Dinner. Dinner at the new DaVita World Headquarters building, a striking 14-story composition of glass, metal, and stone, is located adjacent to the Millennium Bridge on the 16th Street Mall will be the highlight of the conference's social events.

## INTRODUCTORY WORKSHOPS

Led by Professor John D. Kasarda, Director of the Center for Air Commerce at the University of North Carolina, a series of two pre-conference workshops will offer both first-time and regular attendees a full understanding of the Airport City and Aerotropolis concepts. The foundation and intermediate/advanced sessions will cover principals, central tenants, cases, challenges, and strategies for successful airport city and aerotropolis development.

### FOUNDATION LEVEL

If you haven't attended an airport cities or aerotropolis event before or are new to the business concept, the foundation course is a must attend session! The session covers the basic fundamentals, central tenants and a full understanding of airport city and aerotropolis development.

### INTERMEDIATE/ADVANCED LEVEL

Aimed at those who have attended one of our workshops in the past, or beginners who wish to deepen their knowledge, the second session of the day will comprise a more advanced understanding of the processes and strategic guidelines for planning, designing, financing and developing a successful airport city or aerotropolis.

## MASTERCLASS LEADER

Professor John D. Kasarda is the leading developer of the aerotropolis concept defining the roles of aviation and airports in shaping 21st century business location, economic development, and urban growth. He is Kenan Distinguished Professor of Strategy and Director of the Center for Air Commerce at the University of North Carolina. Dr. Kasarda has published more than 100 articles and ten books on aviation infrastructure, logistics, and urban development.



**Professor John Kasarda**

Director, Center for Air Commerce, University of North Carolina

## PRE AND POST EVENT SKI PACKAGES

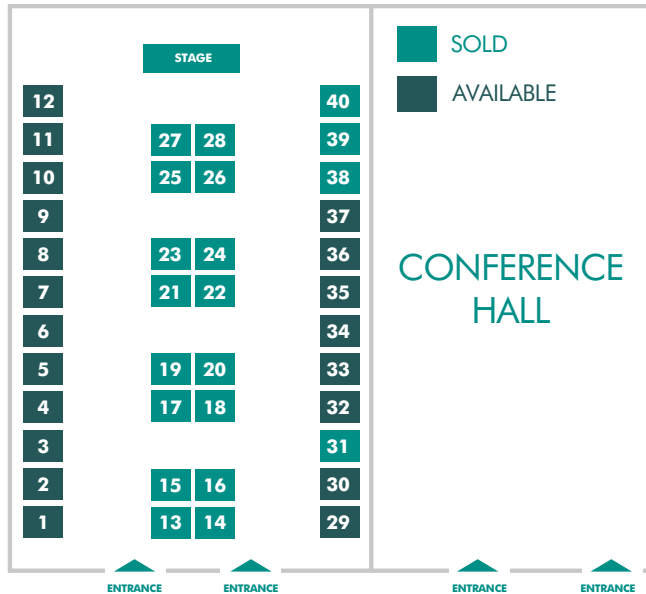
Make the most of your time in Denver by building a once in a lifetime ski trip into your travel plans. In association with Vail, one of the largest ski resorts on the planet, we're offering you a variety of pre and post Aerotropolis Americas package options featuring a choice of lodging, activities and amenities. Vail is located 100 miles West of Denver International Airport and can be accessed by 3 exits off the Interstate 70. At 5,289 acres, Vail Mountain features seven bowls and intermediate gladed terrain in Blue Sky Basin.

**For further details or to make a reservation, visit [www.aerotropolis.aero/ski](http://www.aerotropolis.aero/ski).**



## Sponsorship & Exhibition Opportunities

Sponsoring and exhibiting at Aerotropolis Americas enables you to raise awareness of your organization, generate business leads and meet and influence the key decision-makers within the Aerotropolis community. This event attracts a wide range of senior airport and aviation professionals from all over the Americas region and further afield, as well as real estate professionals. No other form of marketing can provide access to this target audience of potential customers, actively looking for solutions.



### Premium Sponsorship Opportunities

Diamond Level	\$32,960
Platinum Level	\$24,720
Gold Level	\$16,480
Silver Level	\$8,240

### Refreshment and Lunch Break Sponsorship

Refreshment Breaks	2 x SOLD   2 x \$2,575
Lunch Breaks	2x \$7,725

### High Visibility Sponsorship Items

Masterclass	SOLD \$10,300
Delegate bags	\$7,725
Delegate Folder	SOLD \$5,150
Lanyards	SOLD \$5,150
Delegate Badges	SOLD \$5,150
Wi-Fi	SOLD \$5,150



## CONTACT US

### For Bespoke Sponsorship & Exhibition Opportunities:

**Stuart Arnold, Senior Sales Manager**

E [stuart.arnold@ubm.com](mailto:stuart.arnold@ubm.com)

T +44 (0)20 7955 3978

M +44 (0)7818 584 097

**Mark Anderson, Regional Sales Executive**

E [mark.anderson@ubm.com](mailto:mark.anderson@ubm.com)

T +44 (0)20 7955 3968

### Delegate Information

**Annelise Quinton, Marketing Manager**

E [annelise.quinton@ubm.com](mailto:annelise.quinton@ubm.com)

T +44 (0)20 7921 8553

## DELEGATE RATES

	after Sept 26 & before Nov 07	after Nov 07
<b>Airport/Government</b>	<b>\$1050</b>	<b>\$1150</b>
<b>Non Airport/Government</b>	<b>\$1260</b>	<b>\$1360</b>

## INTRODUCTORY WORKSHOPS

<b>Foundation</b>	<b>\$210</b>
<b>Intermediate/Advanced</b>	<b>\$210</b>
<b>Both of the above</b>	<b>\$370</b>

## EXHIBITION RATES

<b>Single (10x10 sqft)</b>	<b>\$4,635</b>
<b>Double (20x10 sqft)</b>	<b>\$8,755</b>
<b>Quad (20x20 sqft)</b>	<b>\$15,450</b>



## 附錄 B.-1 Chris LeTourneur 演講稿



Connecting a world of opportunities™



## Guest Report - Aerotropolis Around the World: Differences & Similarities

*Moderated by*

**Chris LeTourneur - President & CEO, MXD**

## Leveraging Multi-Modal Connectivity



Regional  
Economic  
Niches



Leveraging

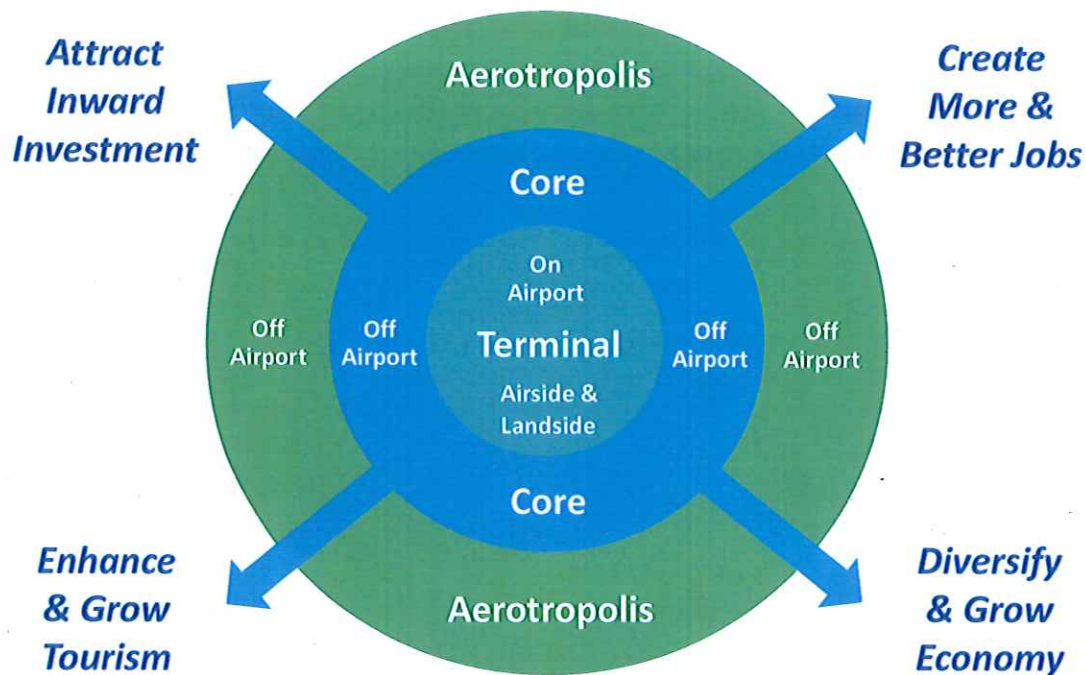


Airport  
Multi-Modal  
Gateway





## Enabling & Accelerating Regional Economic Development

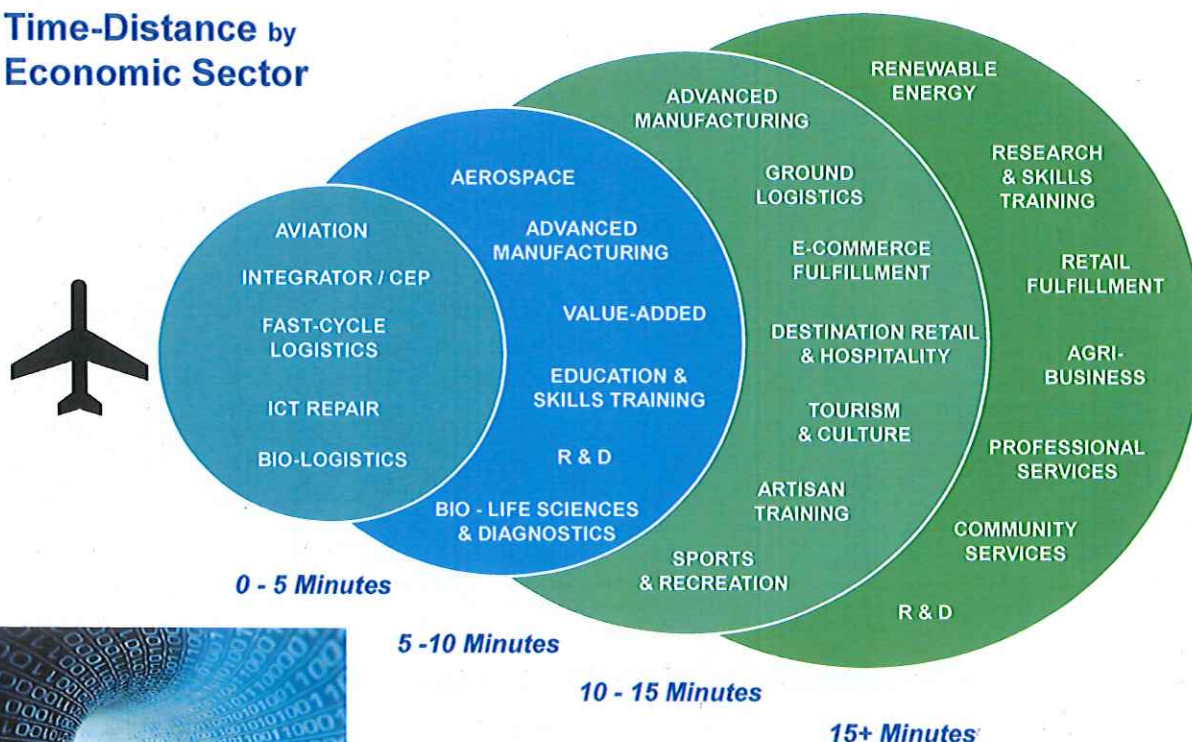


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[MXDdevelopment.com](http://MXDdevelopment.com)

## Aerotropolis-Enabled Sunrise Industry Sectors

### Time-Distance by Economic Sector



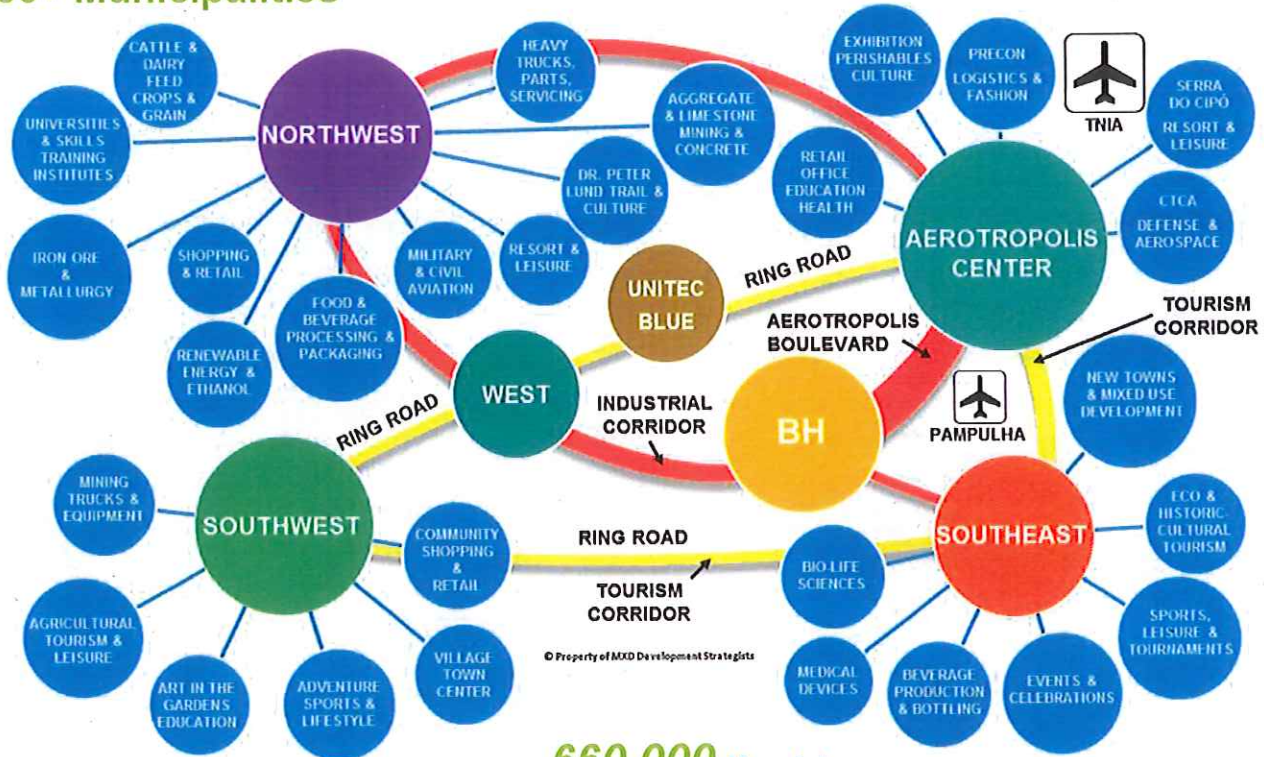
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# BH Aerotropolis Economic Strategy, Brazil

## 30+ Municipalities



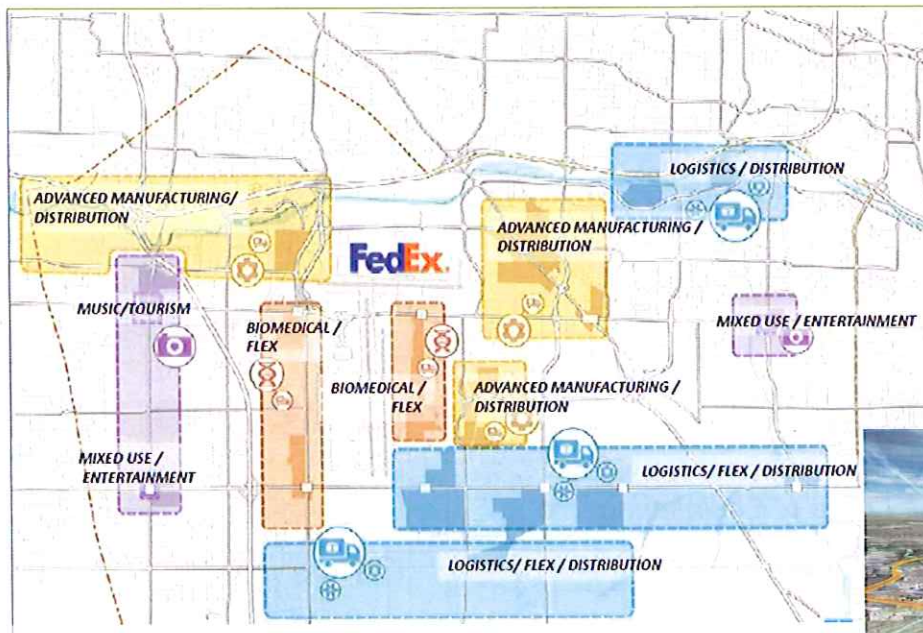
**660,000** New Jobs

**\$10 Billion** Public Investments

**1 Million** New Population

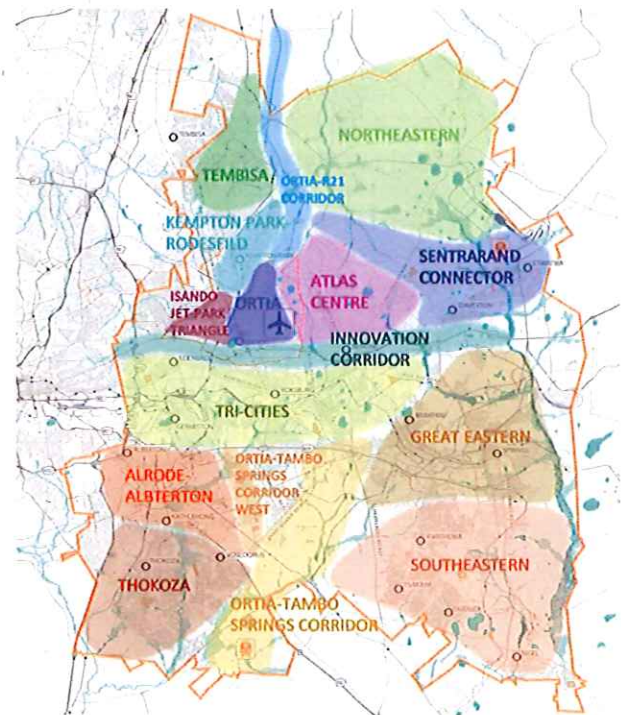
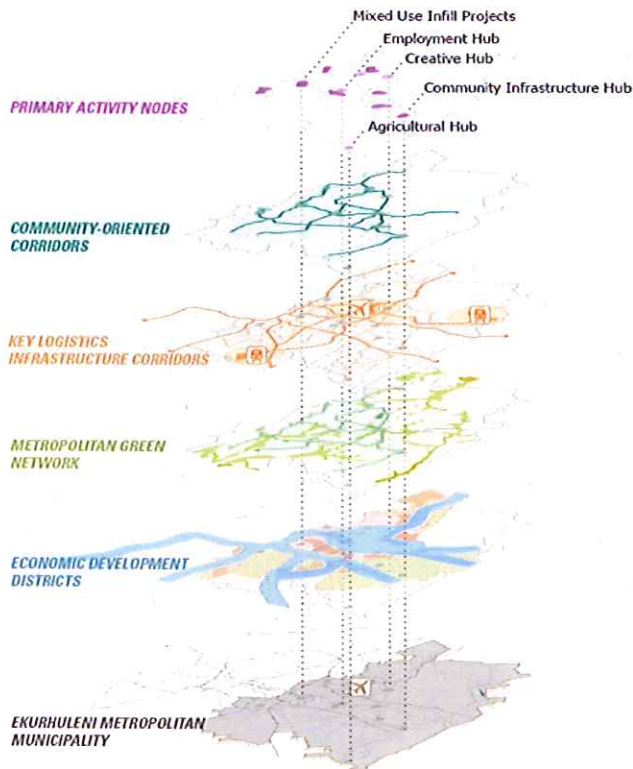
[MXDdevelopment.com](http://MXDdevelopment.com)

# Memphis Aerotropolis, TN, USA





## Economic Connectivity



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

## Our Outstanding Speakers

### Guest Report - Aerotropolis Around the World: Differences & Similarities

#### **Tianyao Sun**

*Principal Planner*

*Shanghai Tongji Urban Planning & Design*

#### **David Fei**

**President & CEO**

*TIAC (Taiwan Taoyuan International Airport)*

#### **Roger Natsuhara**

*Deputy Vice Presidents in the Office of Engineering*

*Metropolitan Washington Airports Authority*

#### **Tri S. Sunoko**

*President Director*

*Ankasa Pura 2 (AP 2)*

#### **Suzanne Culin**

*Sr.Design Lead, Commercial & Retail*

*Abu Dhabi Airports*

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

## 附錄 B.-2 Tianyao Sun 演講稿



CONFERENCE & EXHIBITION

# Aerotropolis Around the World - Differences & Similarities

Tianyao Sun

Deputy Director, Center of Airport City Studies,  
Shanghai Tongji Urban Planning and  
Design Institute

Ask our panellists a question at [www.slido.com/aero](http://www.slido.com/aero)



AIRPORT CITY STUDIES, CENTER OF

SHANGHAI TONGJI URBAN PLANNING & DESIGN INSTITUTE

Aerotropolis spatial planning and airport city  
studies

TJUPDI



**2011** Aviation services covered 89% population



**2012** National Council issued 'Program for Promoting the Division of Key Development Work in the Civil Aviation Industry'

At the policy level, China encourages to promote regional economic development by developing aviation industry and its related of high-tech industries.

C·A·C·S



Aerotropolis -- Uptrend in China

Cities with airport city plan:



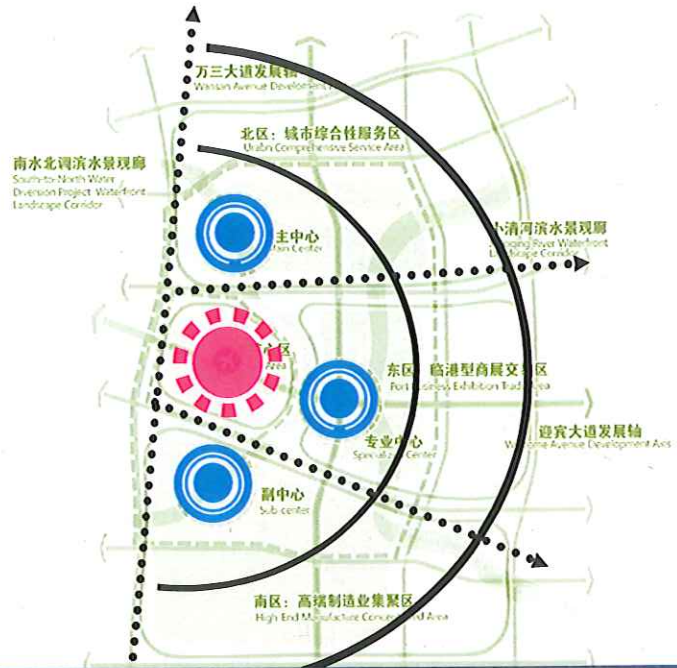
China has compiled more than 60 airport economy and airport logistics planning projects.





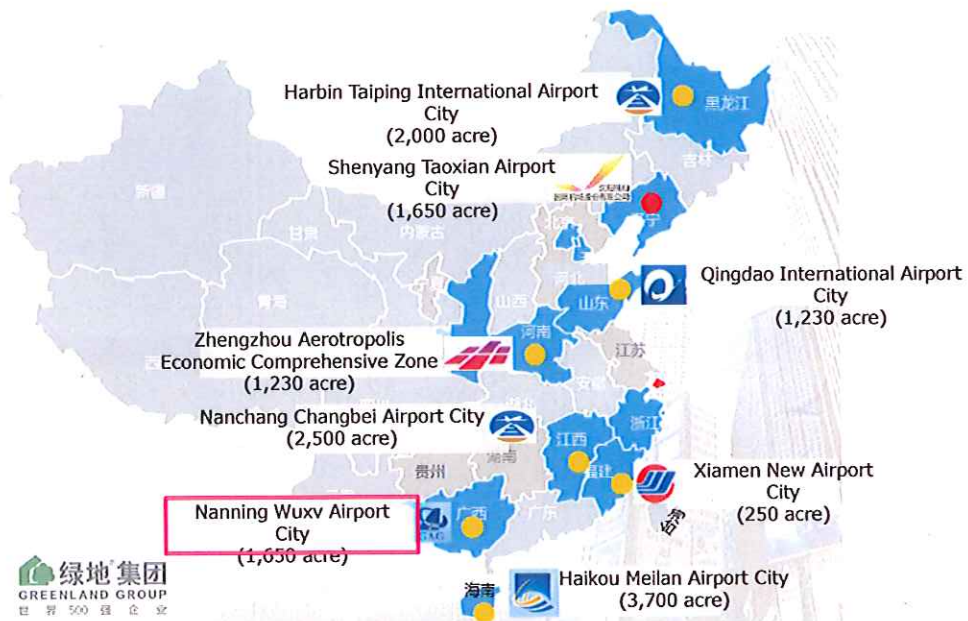
## Zhengzhou International Airport

Zhengzhou Aerotropolis Economic Comprehensive Zone



C.A.C.S

Aerotropolis -- Uptrend in China



绿地集团  
GREENLAND GROUP  
世界 500 强企业

C.A.C.S

Aerotropolis -- Uptrend in China

URBAN DESIGN



## 附錄 B.-3 Roger Natsuhara 演講稿

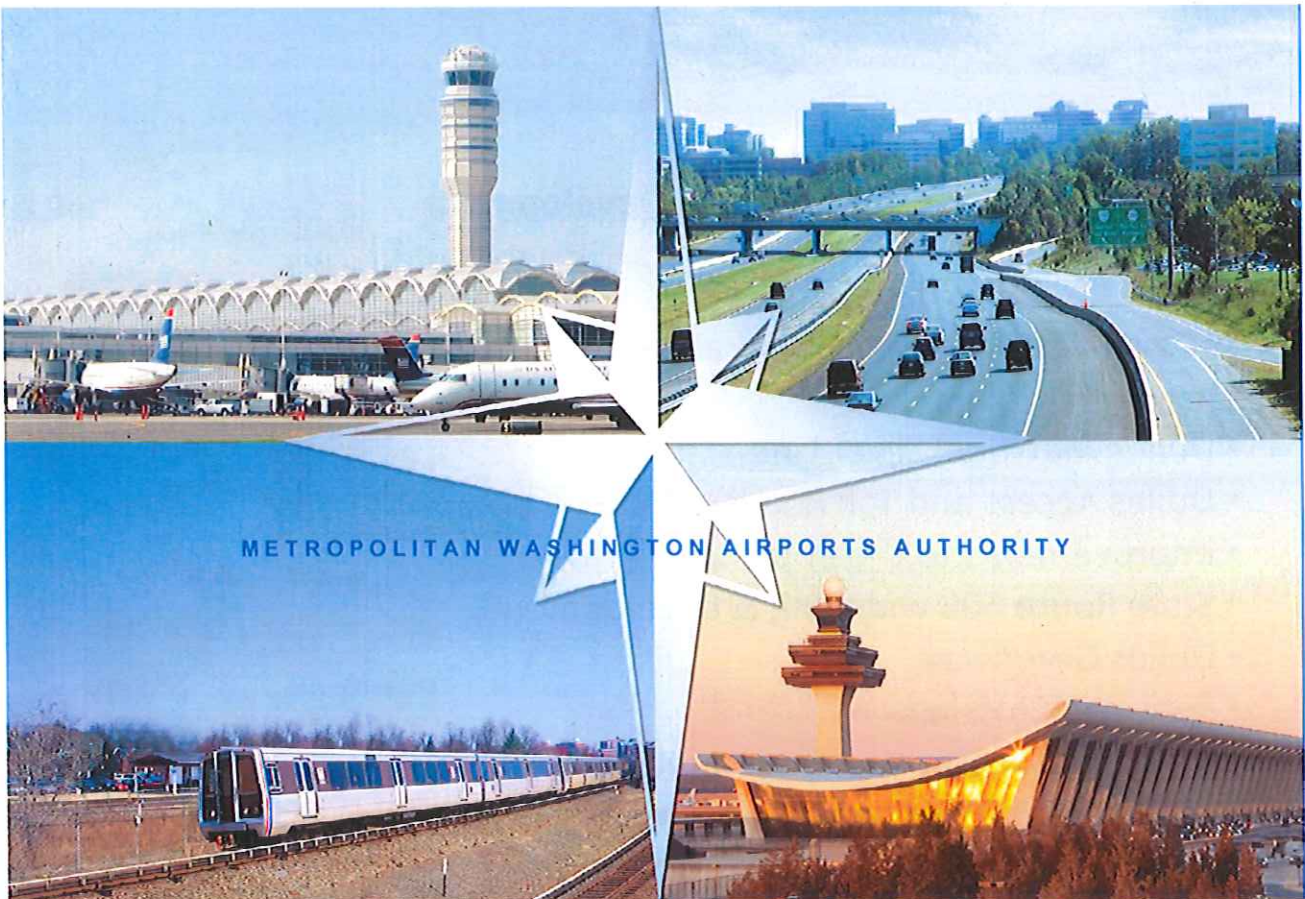


# Aerotropolis Around the World - Differences & Similarities

**Roger Natsuhara**

Deputy Vice Presidents in the Office of  
Engineering, Metropolitan Washington Airports  
Authority

Ask our panellists a question at [www.slido.com/aero](http://www.slido.com/aero)







METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## Airport/Airport Cities Compatibility

- Airports are economic engines for the communities they serve, bringing visitors and commerce.
- Development around airports must take into account collateral impacts to air traffic growth.
- NEXTGEN is happening now: will save \$2.3 million in fuel/year and cut aircraft exhaust emissions by 7,300 metric tones.



METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## Aerotropolis Development

Ground Access & Interconnectivity are critical

- Dulles Metrorail Silver Line
- Dulles Access and Toll Roads
- Improvements to the Route 28 corridor
- State Route 606 widening & development
- Dulles Greenway
- Potomac Crossing
- North-South Corridor: integrated, multimodal transportation network



North-South Corridor





METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

## Developing IAD Airport Cities



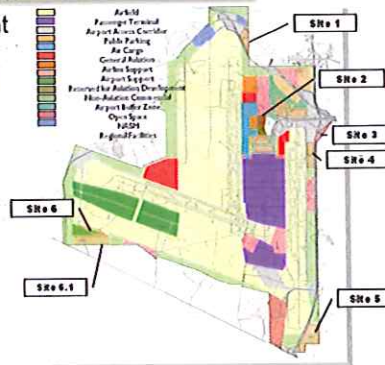
Route 606 Station Development



Western Lands



- Route 606 Metrorail Station
- Western Lands
- New Air Cargo Center
- Gas Station
- New Airport Hotel
- Collateral Land Parcels



Collateral Lands

## 附錄 B.-4 Tri Sunoko 演講稿



# Aerotropolis Around the World - Differences & Similarities

Tri S. Sunoko

President Director, Ankasa Pura 2 (AP 2)

Ask our panellists a question at [www.slido.com/aero](http://www.slido.com/aero)

## PT Angkasa Pura II in brief



PT AP II is a State-Owned Enterprise manages 13 airports in the Western region of Indonesia, including Jakarta Soekarno-Hatta International Airport (CGK) with 60 million passenger in 2013.



✦ Airport Council Institute ranked CGK as the World's 10th Busiest Airport in 2013

✦ OAG forecasts CGK to grow to 5<sup>th</sup> largest in 2016 (Route News, issue 7<sup>th</sup>, 2014)



## TOP 10 WORLD'S BUSIEST AIRPORTS IN 2013 (PASSENGER MOVEMENT)

1	Hartsfield-Jackson Atlanta	94.4 million (-1.13%)
2	Beijing Capital	83.7 million (+2.2%)
3	London Heathrow	72.3 million (+3.4%)
4	Tokyo Haneda	68.9 million (+3.3%)
5	Chicago O'Hare	66.9 million (-0.1%)
6	Los Angeles International	66.7 million (+4.7%)
7	Dubai International	66.4 million (+15.2%)
8	Paris Charles de Gaulle	62.0 million (+0.7%)
9	Dallas/Forth Worth	60.4 million (+3.2%)
10	Jakarta Soekarno Hatta	59.7 million (+3.4%)



## CGK's Airport Plan at Build Out (AIRPORT CITY)

PAX 2013

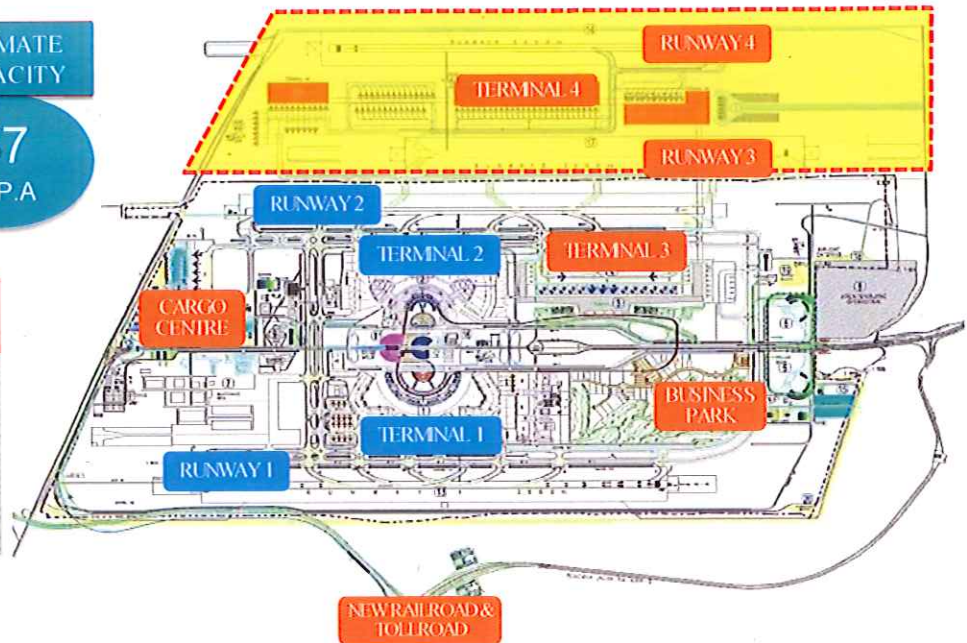
59.7  
M.P.A

ULTIMATE  
CAPACITY

87  
M.P.A

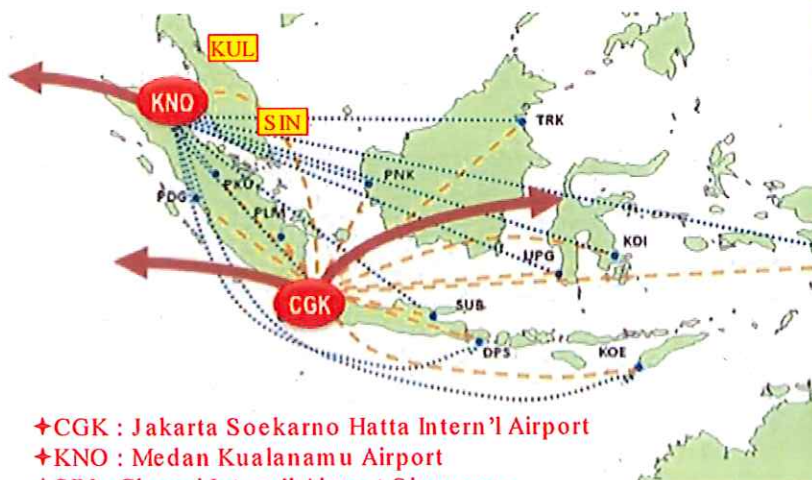
### CURRENT DEVELOPMENT

- ✦ New Runway 3 and 4
- ✦ New Terminal 3 and 4
- ✦ New Cargo Centre
- ✦ Integrated Building
- ✦ New Business Park
- ✦ Land Acquisition 830 Ha



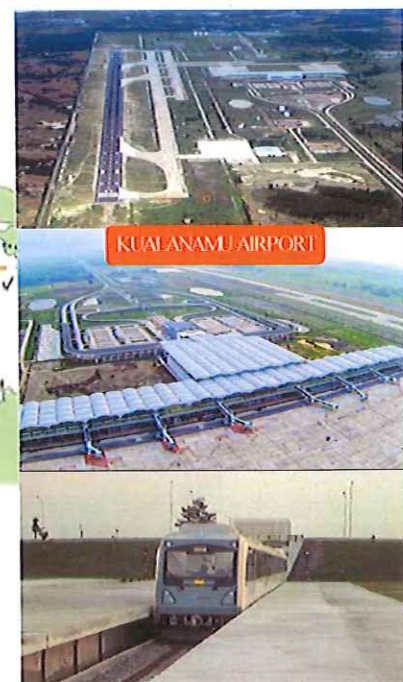
## Strategic Vision

### DUAL HUBS : Soekarno-Hatta Airport (CGK) + Kualanamu Airport (KNO)



- ✦ CGK : Jakarta Soekarno Hatta Intern'l Airport
- ✦ KNO : Medan Kualanamu Airport
- ✦ SIN : Changi Intern'l Airport Singapore
- ✦ KUL : Kuala Lumpur International Airport
- ✦ DPS : Bali Ngurah Rai International Airport
- ✦ SUB : Surabaya Juanda Airport

Source: John D. Kasarda, 2014

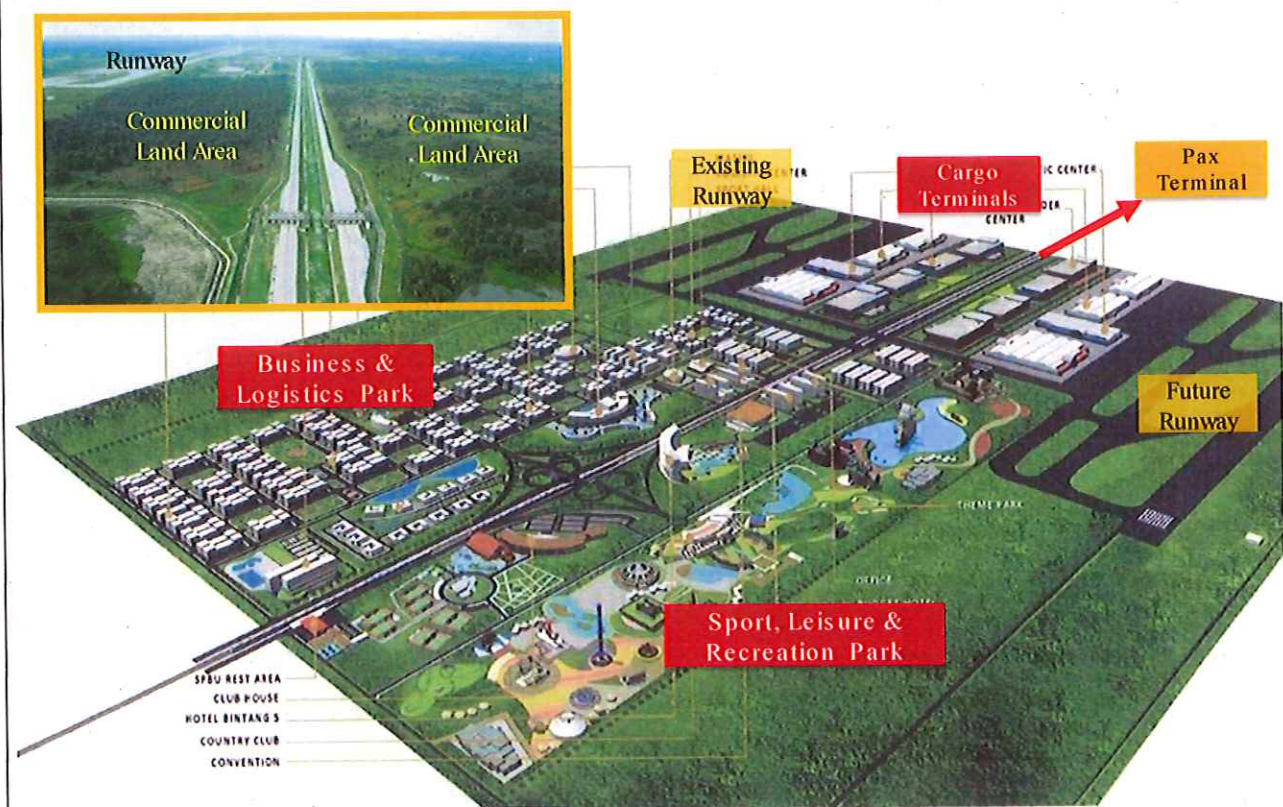




## Kualanamu Airport Aerial View

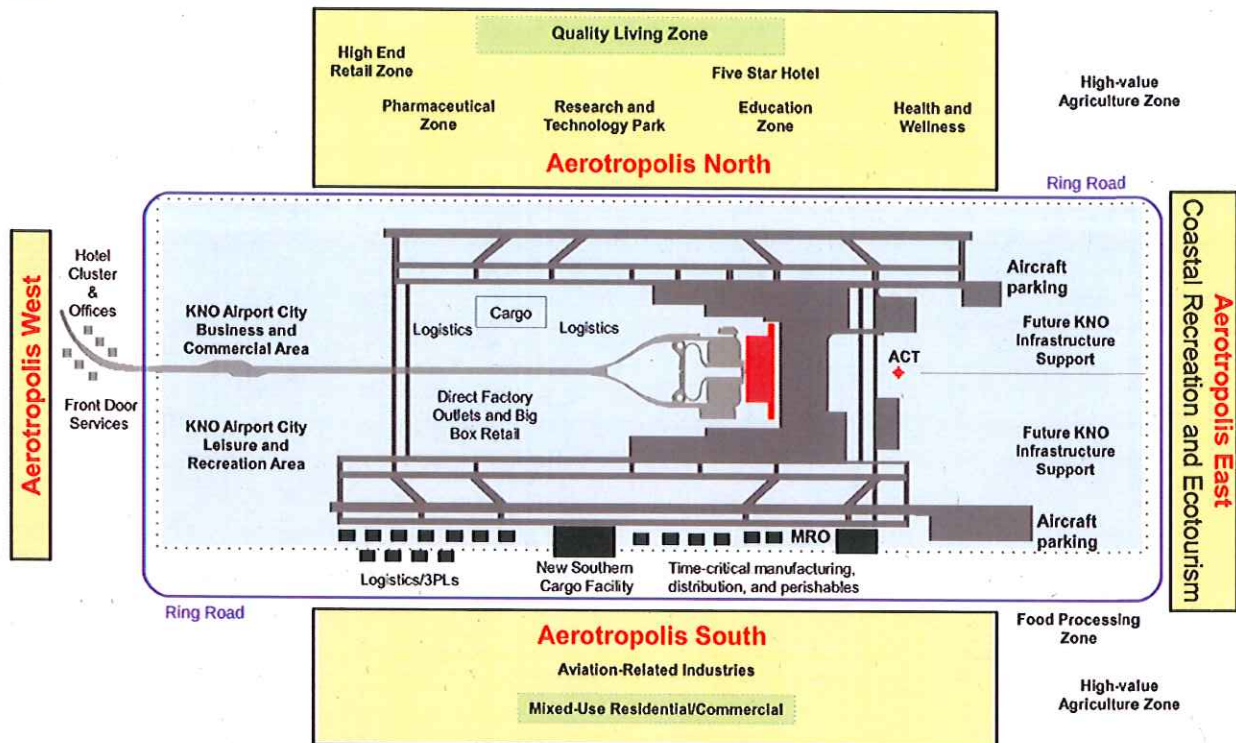


## Kualanamu Airport City Conceptual Plan



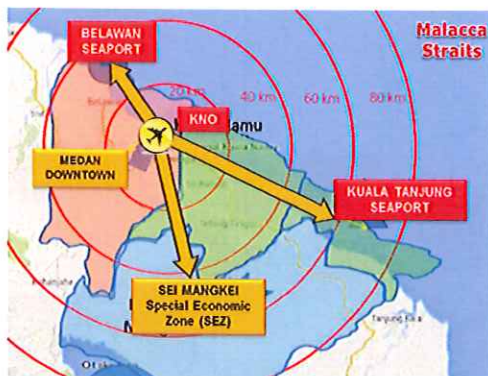


## Kualanamu's Spatial Aerotropolis



Source: John D. Kasarda, 2014

## Kualanamu's Aerotropolis Challenges



### KNO Aerotropolis Challenges

1. International route development.
2. Completing Aerotropolis highway corridor from Medan downtown.
3. Integrating commercial and transportation planning.
4. Upgrading local labour force skills.
5. Ensuring that Airport City and Aerotropolis plans are supported by market demand.

Source: John D. Kasarda, 2014

附錄 B.-5 Suzanne Culin 演講稿





CONFERENCE & EXHIBITION

# Aerotropolis Around the World - Differences & Similarities

**Suzanne Culin**

Sr.Design Lead, Commercial & Retail Parsons

Ask our panellists a question at [www.slido.com/aero](http://www.slido.com/aero)

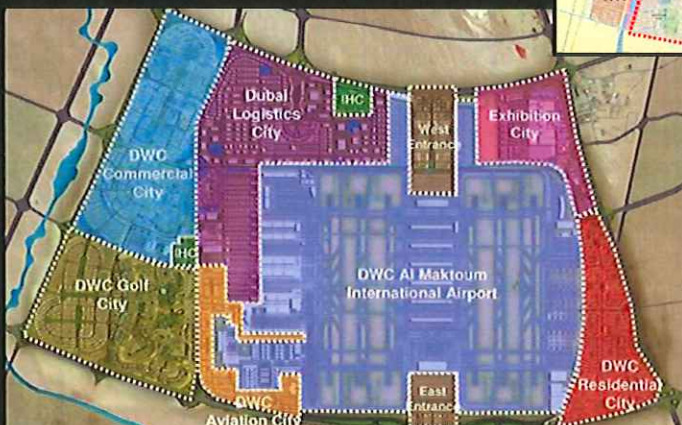
**MIDDLE EAST AIRPORT CITIES**  
**SUZANNE CULIN**  
DEC 9, 2014



# Airport Cities in the Middle East



## Dubai World Central Master Plan





# Doha Airport city

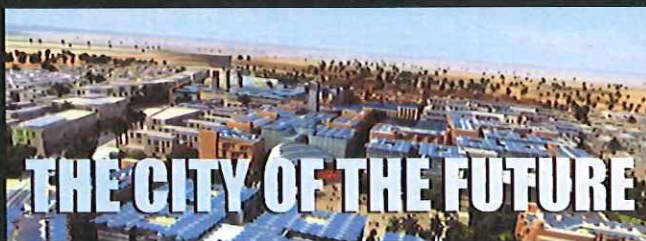


Hamad International Airport



5

# Abu Dhabi Vision 2030



THE CITY OF THE FUTURE



6



# Abu Dhabi Midfield Terminal Complex

