

出國報告（出國類別：其它）

參加 2015 年亞洲航空城論壇暨展覽

報告書

服務機關：桃園國際機場股份有限公司

姓名職稱：尹子容 高級專員

高敏珊 業務員

派赴國家：中國地區 成都

出國期間：104.5.12-104.5.16

公務出國報告提要

出國目的：參加 2015 年亞洲航空城論壇暨展覽報告書

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主辦機關：UBM Information Ltd.、四川省機場集團有限公司

出國人員姓名：尹子容、高敏珊

服務機關：桃園國際機場股份有限公司

職稱：高級專員、業務員

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分類號/目：

關鍵詞：航空城、成都雙流機場、機場

內容摘要：

由 UBM Information Ltd. 所主辦的 2015 年亞洲航空城論壇暨展覽(Airport cities Asia Pacific conference & Exhibition)，本次會展舉辦地點在中國四川，由地主機場成都雙流國際機場擔任主辦機場，於 2015 年 5 月 12 日至 16 日期間，邀請全世界機場代表、機場建設顧問、航空運輸及物流倉儲業代表、觀光旅遊業代表及航空界專業學者等共襄盛舉；並針對全球航空城發展趨勢及策略等議題，邀請 Professor John D. Kasarda 及機場集團 CEO 等專業人士發表演說。

桃園機場亦同步於現場參與展出活動，透過開放性的攤位空間及佈置，讓國際機場專業人士交流機場建設與航空城發展經驗及未來方向。桃園機場為航空城計畫的蛋黃核心區，亦是整體計畫發展的關鍵主體，未來桃園機場公司將持續參與國際展會，與世界接軌及向國際發聲。

目錄

壹、	目的.....	3
貳、	行程說明	
一、	論壇活動議程表.....	4
二、	2015 年亞洲航空城論壇.....	7
三、	現場參展	
（一）	機場公司主展區規劃.....	13
（二）	其他展區一覽.....	16
四、	成都雙流機場設施及服務參觀	
（一）	入境動線.....	17
（二）	出境動線.....	20
參、	心得及建議事項.....	24
肆、	附件.....	26

壹、目的

2015 亞洲航空城論壇由 UBM Information Ltd.主辦、四川省機場集團有限公司承辦，於 2015 年 5 月 13-15 日在中國成都舉辦，吸引來自 500 多位與會嘉賓，包括世界各地的機場投資方、建設公司、規劃設計研究院、物流倉儲公司、航空公司、商業地產商、諮詢公司、金融服務公司及其他第三產供應商等。

為期 3 天的亞洲航空城大會，舉行開幕儀式、大師講堂、主題演講、專題論壇、展覽展示等重要活動。其中，主題演講及專題論壇活動著重於中國成功發展航空城的機遇與挑戰，推動中國與亞太國家航空大都市共同發展，機場設計、連通性及物流方面的創新展開研討，涵蓋機場城市案例分析、發展現狀與機遇、專案融資模式等相關議題。

亞洲航空城論壇及展覽活動搭建起了一個國際商務交流平臺，圍繞當前航空城建設的全球趨勢，帶來具有思維突破、創新理念的產業發展動態，同時，讓國際機場專業人士交流機場建設與航空城發展經驗及未來方向。



圖 1、亞洲航空城論壇由 Professor John D. Kasarda 開幕致詞

貳、行程說明

一、論壇活動議程表

DAY ZERO MONDAY 13 MAY 2015 09:00 – 12:00 CHENGDU PANDA TOUR Further information provided in the 'Social Events' section of this brochure. 13:00 – 16:30 WORKSHOPS GETTING TO GRIPS WITH THE AIRPORT CITY AND AEROTROPOLIS DEVELOPMENT MODELS Led by Professor John D. Kasarda, Director of the Centre 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: 13.00-14.30 Intermediate/Advanced Level Workshop: 15.00-16.30 Prof John D. Kasarda, Director, Centre for Air Commerce, University of North Carolina 17:00 – 19:30 OPENING CEREMONY & DRINKS RECEPTION DAY ONE THURSDAY 14 MAY 2015 08:30 – 08:40 TOUR OF THE EXHIBITION BY LOCAL GOVERNORS AND VIPS 08:40 – 08:50 Welcome Address: MAKING SICHUAN PROVINCE AN ECONOMIC DRIVER & AN INTEGRATED TRANSPORTATION HUB IN WESTERN CHINA Chengdu houses the largest fully functioning round the clock cargo terminal in western China and in 2014, it handled 37.7m passengers. It is the nation's fourth largest airport. Hear about the municipal government's plans for the growth of Sichuan Province's economy through the development of a world class airport city. Local governor of Sichuan Province 08:50 – 09:10 Chairman's Opening Remarks: HOW THE AIRPORT CITY CONCEPT IS DEVELOPING IN THE ASIA PACIFIC REGION A renowned expert on airport cities and the leading developer of the aerotropolis concept, Dr Kasarda will share his knowledge of the region's adoption of the concept and future developments in this opening presentation. Prof John D. Kasarda Director for Air Commerce, Kenan Institute of Private Enterprise, University of North Carolina	CHINA'S AIRPORT CITIES – OPPORTUNITIES & CHALLENGES 09:10 – 09:25 Keynote Presentation: THE FUTURE OF AIRPORT CITIES IN CHINA CAAC is a ministry-level body in China and is responsible for national civil aviation supervision and regulation. Find out how the CAAC, the aviation regulator is supporting and encouraging the development of airport cities in China. Senior representative, Civil Aviation Administration of China (CAAC) 09:25 – 09:45 Keynote Presentation: SUSTAINING AND GROWING CHENGDU'S INTERNATIONAL LOGISTICS COMPETITIVE ADVANTAGE Chengdu's 'opening-up' and internationalisation could not be sustained without an advanced transportation and logistics network. Hear from the chief of its logistics office how Chengdu has been integrated into the global air transport system and China's land transport networks. Chen Zhongwei, Director, Chengdu Logistics Development Office 09:45 – 10:00 Keynote Presentation: THE DEVELOPMENT OF SICHUAN PROVINCE AIRPORT GROUP CO., LTD AND THE SECOND AIRPORT Gain insight into the progress of the development plans and the schedule for completion of Chengdu's second airport, estimated to be worth \$11.3bn, as it becomes a key hub for meeting the growing aviation needs of this region of western China. Find out about the future development plan for Sichuan Province Airport Group Co., Ltd from its general manager. Pan Gangjun, General Manager, Sichuan Province Airport Group Co., Ltd 10:00 REFRESHMENT BREAK IN EXHIBITION AREA 10:30 – 11:30 Keynote Presentation: AIRPORT CITY DEVELOPMENT – LESSONS FROM THE WEST AND ASIA PACIFIC Speakers from leading Western airport cities and a major Asia Pacific airport city will share their thoughts and ideas on how China, Asia Pacific countries and the wider airport city community can learn from the latest international developments, with a focus on: • Implementing major commercial projects • Leveraging air cargo and logistics • Contributing to metropolitan competitiveness • Improving airport surface accessibility David Fei, CEO, Taoyuan International Airport Corporation Christina Cassotis, CEO, Pittsburgh International Airport, Allegheny County Airport Authority
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11:30 – 12:00

Keynote Presentation:

HOW DOES CHINA DEVELOP ITS EXPERTISE IN AIRPORT CITIES?

Professor Cao founded the first scientific research institute on the airport economy in China, the Institute of Airport Economics. He has been a key advisor on many airport development projects, specialising in airport economics and air logistics. Learn what stakeholders should be focusing on to ensure the successful growth of the industry from one of China's leading experts in airport city development.

Professor Yunchun Cao, Vice Dean, China Civil Aeronautical University

12:00 LUNCH IN EXHIBITION AREA

**DRIVERS OF AIRPORT CITY DEVELOPMENT
ACROSS CHINA & ASIA PACIFIC**

13:00 – 13:30

Keynote Presentation:

HOW DEVELOPMENT SHOULD BE DRIVEN

- Who should lead the way? Local government, airport groups or real estate developers?
- Planning process/issues – how could these be improved?
- Overcoming governance issues and challenges
- International collaboration that could support China in the implementation of its airport city development strategy

Zhang Yanming, Director, Zhengzhou Airport Economy Zone Administrative Committee

13:30 – 14:15

**EMERGING ASIA-PACIFIC AIRPORT CITIES –
UPDATES & KEY ISSUES**

Leading airport chief executives will give an update on how they are tailoring their airport development to best serve their region's needs; indicating what the key issues are with regards to the Asian economy, the aviation market, and new opportunities.

S.G. Kishore, CEO, Hyderabad Airport City

David Fei, CEO, Taoyuan International Airport Corporation

14:15 – 15:00

Panel Session:

**FUNDING MODELS & DEAL STRUCTURES FOR
AIRPORT CITY DEVELOPMENT**

Examine how models of finance and development can be constructed in China through various methods including public-private partnerships. Explore the political and economic environment along with different practices in project tenders and the challenges in public private partnerships such as:

- Investment in smaller airports
- Regulating to maximise impacts
- What are the fundamentals that private sector investors look for before committing investment?

Moderator: Pierre Cotu, President, Aviation Strategies International, Executive Director, ASI Institute

Todd Siena, President, Avia-Tek

15:00 REFRESHMENT BREAK IN EXHIBITION AREA

15:30 – 16:15

Panel Session:

**GAINING COMPETITIVE ADVANTAGE BY
UNDERSTANDING AIRPORT CITY TENANTS' NEEDS**

- Exploring the relationship between connectivity and competitive advantage
- Urban centres vs airport cities – how to beat the lure of the city
- Diversity or clusters – what works best for tenants?
- Analysis of possible and logical future tenants and their needs

Moderator: Hongzhi Tang, General Manager, Industrial Real Estate Development Center, Assistant General Manager, Greenland Business Group Co., Ltd

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

Elisabeth Le Masson, Member, Board of Directors, Hubstart Paris Region®, Alliance/Delegate for Sustainable Development, Aéroports de Paris

16:15 – 17:00

Panel Session:

**CAPITALISING ON AIRPORT & AIRPORT AREA
SPECIAL ECONOMIC ZONES & FREE TRADE ZONES**

The development of China's Free Trade Zones is creating new trade, investment and financing opportunities for companies doing business with or in China. Find out about the unique benefits and services the zones can offer and how you can capitalise on them.

John Terrell, Head of Commercial, Dallas Fort Worth Airport

17:00 CLOSE OF DAY ONE

DAY TWO FRIDAY 15 MAY 2015

08:45 – 09:00

CHAIRMAN'S OPENING REMARKS

Prof John D. Kasarda Director for Air Commerce, Kenan Institute of Private Enterprise, University of North Carolina

09:00 – 09:30

Opening Keynote:

**WHAT DOES A LOGISTICS COMPANY NEED FROM
AIRPORT CITIES?**

Logistics is the key enabler to capturing the growth in Asia; so how does one of China's major third party logistics companies see the development of airport cities supporting connectivity? Find out what they need to drive their business through air transport and logistics.

Eddy Chan, President, FedEx China

INNOVATION IN DESIGN, CONNECTIVITY & LOGISTICS

09:30 – 10:15

Panel Session:

CRITICAL SUCCESS FACTORS IN AIRPORT CITY DESIGN

For airport cities to be truly successful they must provide a desirable place to live as well as for business – how can both challenges be met through design and place making? Find out how design can meet functional and aesthetic needs when developing a growing airport city.

Panelists: Li Shouxu, Senior Planner, Aviation Industry Corporation of China Planning and Design

Tianyao Sun, Director, Center for Airport City Studies, Shanghai Tongji Institute of Urban Planning

10:15 MULTI-MODAL CONNECTIVITY TO DRIVE AIRPORT CITY GROWTH

Dr Cai is a leading expert on supply chain management, logistics, network design and facilities planning and led the planning of the logistics information system for the Olympic Games in Beijing. Hear about Dr Cai's work on multi-modal connectivity for airport cities in China and gain in-depth understanding of how such systems will drive their growth.

Dr Linning Cai, Co-Director, Joint Center for Logistics and Enterprise Development, Tsinghua University

10:45 REFRESHMENT BREAK IN EXHIBITION AREA

11:15 – 12:00

Panel Session:

EFFECTIVE MASTER PLANNING FOR THE AIRPORT CITY

Panelists will discuss and give guidance on an integrated approach to master planning – strategic development, integrated architecture plans, real estate development and logistics with particular emphasis on land use, transport and environmental planning.

Eduardo Angeles, Associate Administrator for Airports, Federal Aviation Administration

Dr Linning Cai, Co-Director, Joint Center for Logistics and Enterprise Development, Tsinghua University

12:00 LUNCH IN EXHIBITION AREA

13:00 – 13:30

CASE STUDY: HOW TO CREATE AN AVIATION LOGISTICS NETWORK

- How to leverage suppliers to create air commerce near the airport
- What is needed to set up a logistics park?
- What functions are needed for a logistics park?
- Working with city and regional governments to facilitate the site

Speakers to be confirmed

13:30 – 14:15

Panel Session:

LEVERAGING AIR LOGISTICS PARKS & AIR EXPRESS SERVICES IN CHINA

The leading global and regional logistics operators in China discuss what their extension plans are around airport cities, focusing on what future trends will drive their businesses forward.

Eddy Chan, President, FedEx China

Daniel Muscatello, Managing Director, Cargo and Logistics, Landrum & Brow

ECONOMIC, ENVIRONMENTAL & SOCIAL SUSTAINABILITY OF AIRPORT CITIES

14:15 – 15:30

Panel Session:

AIRPORT CITY ECONOMIC, COMMERCIAL & REVENUE DEVELOPMENT

- Targeting economic clusters, industries and businesses
- Structuring innovative real estate development partnerships
- Marketing and incentivising airport city development and revenue opportunities
- Using data to create a greater understanding of passengers
- Creating a sense of place to leverage the destination and brand experience

Chris LeTourneur, President, MXD Development Strategists

15:30 REFRESHMENT BREAK IN EXHIBITION AREA

16:00 – 16:45

Panel Session:

AIRPORT CITIES GOVERNANCE & STAKEHOLDER ALIGNMENT

Large airport city projects are complex, involving multiple firms, public organisations, authorities and decision-making bodies. They are also subject to the impact of a wider socio-political environment. Panelists will discuss the importance of aligning project governance with those of the surrounding institutions and what the critical factors are in ensuring success.

Professor Douglas Baker, Head of Airport Metropolis Project, Queensland University of Technology

16:45 – 17:30

Panel Session:

CREATING A SUSTAINABLE AIRPORT CITY

Get expert advice from our panel on how to develop and manage a sustainable airport city by:

- Ensuring the correct balance of built and biodiversity values and the minimisation of adverse environmental impacts
- Creating a business environment that values partnerships, people, quality of life and community engagement

Nanning Adiwoso, Chairman, Green Building Council of Indonesia

17:30 CLOSE OF CONFERENCE & CLOSING REMARKS

二、 2015 年亞洲航空城論壇

本次大會標題為推動臨空經濟-共築航空大都市，可分為以下二項主題：

(一)探索發展航空城最佳模式：如何規劃發展、調整供應鏈，如何選取合適的金融模式，如何瞭解客戶需求和預測發展趨勢？

例如 Queensland University of Technology 的 Douglas Baker 教授提出如下圖的航空城介面與互動，包含基礎建設、經濟發展、土地使用計畫及政府治理等。航空城計畫的利益相關者(stakeholder)非常多，首先要辨認出哪些是利益相關者、如何分類這些利益相關者、了解利益相關者間的關係，才能確保他們在適當的時機被納入考慮，才能確保航空城開發建設過程順利進行。

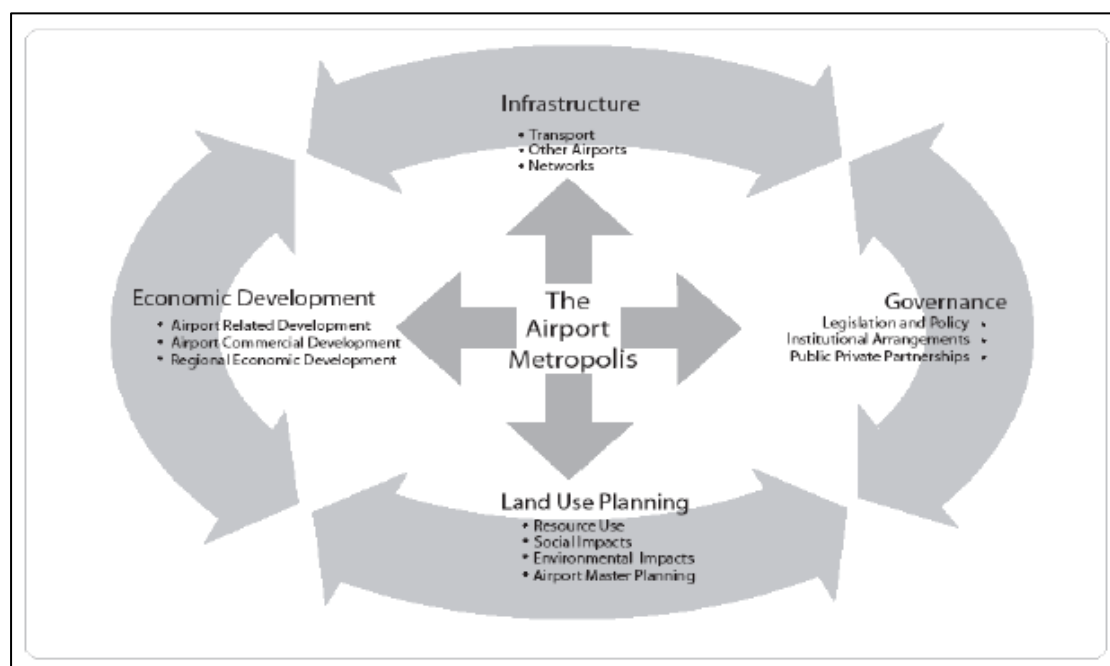


圖 2、建設航空城的界面與互動(credit: Douglas Baker)

更進一步，如 MXD 的總裁 Chris LeTourneur 提到，航空城的核心是機場航廈及空側陸側的發展，機場客貨運量的成長，會帶動機場週圍的工作機會、吸引投資、發展更多航線、吸引觀光客、促進經濟成長，成為一個由機場帶動的小型經濟體，也就是航空城，如下圖 3。

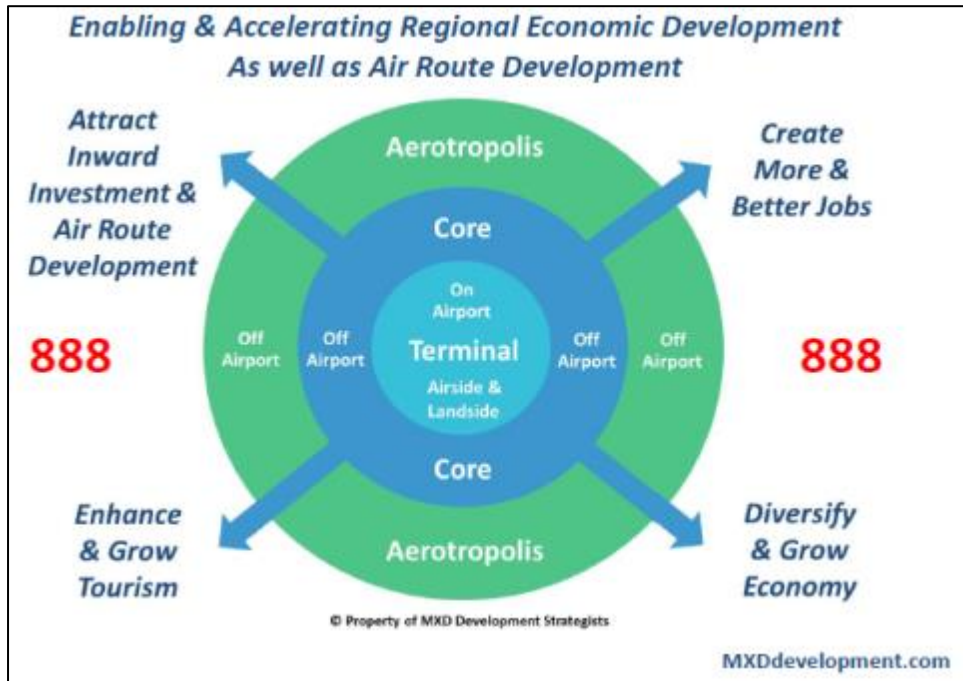


圖 3、由航廈發展成為航空城的層次(credit: MXD development)

當然，航空城的建設需要資金，本次航空城論壇也邀請 Aviation Strategies International (ASI Institute)的 Dr. Pierre Coutu 主持討論，介紹了如下圖 4 的數個民間資金參與機場建設的案例，契約時期長度及私有化程度各有不同。例如 2013 年 VINCI 和葡萄牙政府簽約，收購了 ANA 公司，其持有葡萄牙 10 個機場 50 年的特許經營權，便是其中較長期的例子。

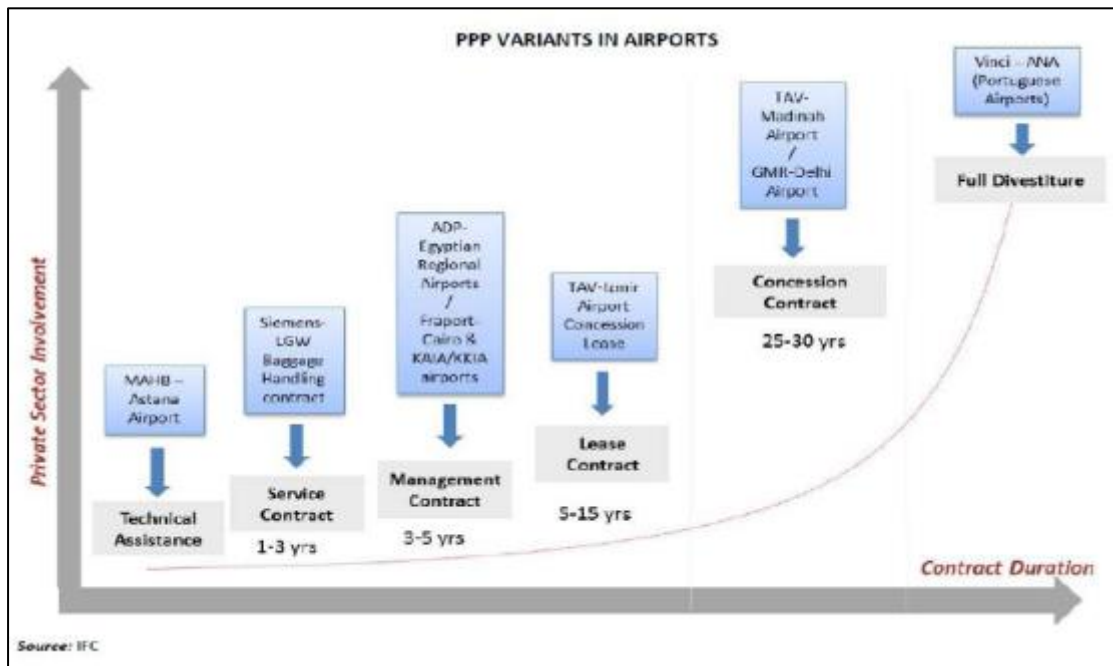


圖 4、機場建設的各種模式 (credit: ASI Institute)

而根據 2015 年 2 月在倫敦的 ACI-World Bank Aviation Symposium，全世界機場有 73% 為公有，佔全球旅客 58%。19% 的機場為私人資本參與，佔全球旅客 30%。僅有 8% 機場為私有，其佔全球旅客 12%。故如何吸引投資，如何分析客戶需求，對航空城發展是十分重要的。

北京機場的航港發展公司的蔣莉提出了以下圖 5 的方法來分析客戶需求。如同之前提到的經濟影響模型，客戶需求依機場核心區、產業區及航空城區不同。

在機場核心區，客戶需要地面服務、航廈設備管理、快捷通關。在航空產業區，客戶需要整體產業配套政策、商品展示中心、電子商務實體體驗中心；在航空城區，客戶需要總部辦公室、國際展覽中心、休閒娛樂及住宿配套區域。

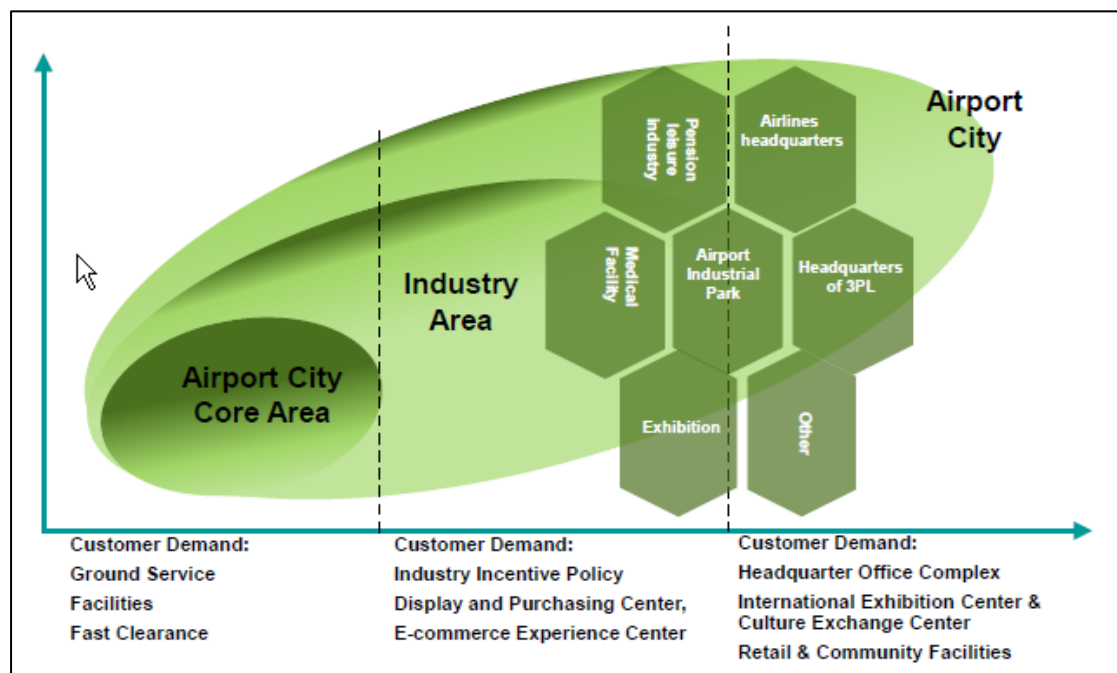


圖 5、分析客戶需求(credit: ACL)

而航空城重要的客戶之一 UPS 也提出了航空城成功的關鍵在推動貿易的政策、高效率的操作環境、運輸公司機場和政府三方攜手合作。綜合以上，論壇充分討論了學術和理論上航空城的發展成功因素。

(二)全球機場案例及未來相關政策發展，例如成都擴建新機場的計畫等。

四川機場集團總經理潘剛軍，便十分仔細地介紹了成都擴建新機場的計畫。雙流機場擁有兩條跑道，兩座航站樓，三個航空貨站。飛行區最高等級為 4F，可起降世界最大民航飛機 A380。航站樓總面積 50 萬平方米，可滿足年旅客輸送量 5000 萬人次需求。貨站建築面積 13 萬平方米，可滿足年貨郵輸送量 150 萬噸需求。

雙流機場分別於 2013、2014 連續兩年獲得 Routes 頒發的「亞太區最佳機場成就獎」，今年 3 月又獨家獲得 Skytrax 頒發的「中國地區最佳機場獎」。營運績效和品質都備受肯定。

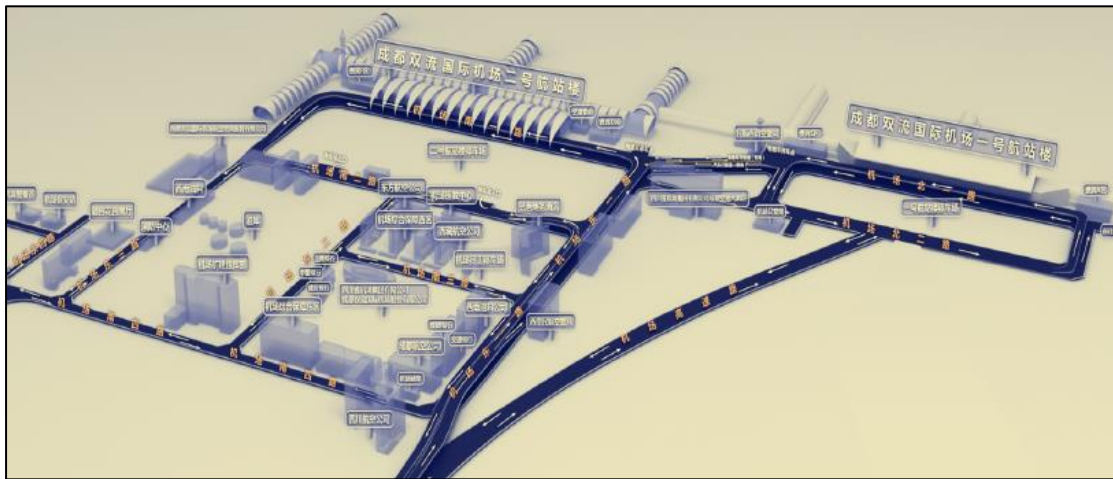


圖 6、成都雙流機場設施圖(credit:四川機場集團)

成都臨空經濟區的發展概況如下圖 7，第一圈最內層是航空物流、航空維修與航空製造為主。吸引全球物流 100 強企業 13 家，如 DHL、UPS、FEDEX、豐樹等；全國物流 100 強企業 10 家，如中外運、中國郵政、順豐、圓通、申通等。第二圈中層是電子資訊產業為代表的臨空指向型企業園區和會展、大型商業綜合體等臨空服務業。第三圈最外層是創意研發、高端服務、總部經濟為主要特色的支撐產業。

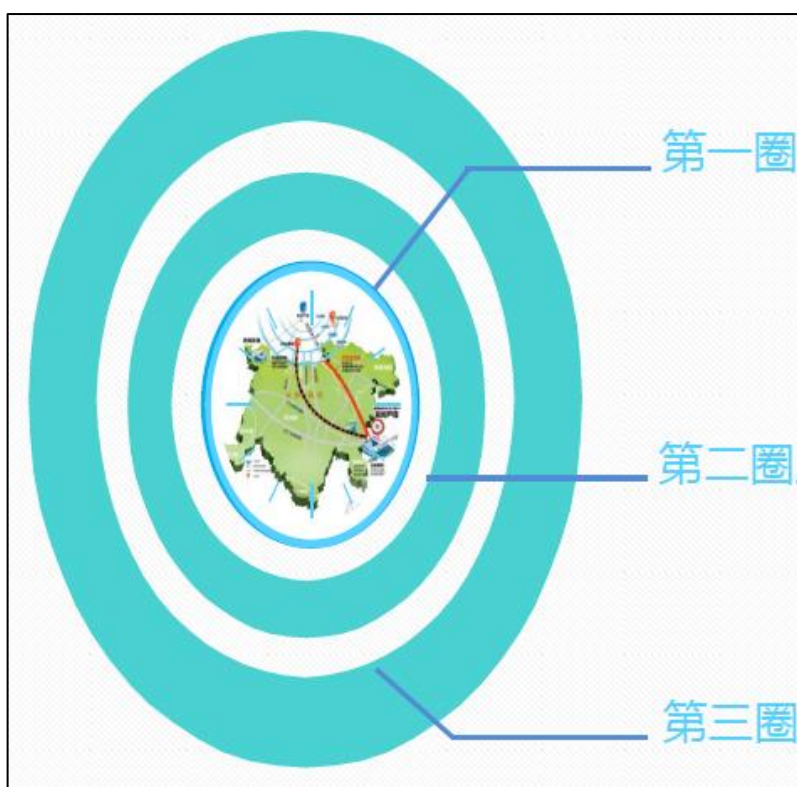


圖 7、成都臨空經濟區發展概況(credit:四川機場集團)

四川機場集團公司認為機場規模大小決定了臨空經濟和航空城的形成規模和發展水準，應該從長遠目標出發，堅持一次規劃、分步實施、滾動發展。中國航空城的發展，應採用政府主導的園區發展模式，實踐證明，配套政策對各行業入駐開發航空城具有重要意義。

故成都新機場規劃概況如下，新機場位於成都市東南方向的簡陽市，場址離成都市中心直線距離 51.5 公里，與雙流機場相距 50 公里。



圖 8、成都新機場位置圖 (credit:香港文匯報)

總體規模滿足遠期 9000 萬人次年旅客輸送量需求，終端規劃建設“四縱兩橫”共 6 條跑道，航站樓總面積約為 126 萬平方米，總用地面積約 52 萬平方公里。分為一二期開發，一期工程將建“兩縱一橫”3 條跑道（N1、W1、E1），60 萬平方米的航站樓，157 個停機位的站坪，6 萬平方米的貨站。



圖 9、成都新機場規劃圖(credit:華西都市報)

成都新機場定位為中國國家級國際航空樞紐。主要含義有三，一是成為中國第四個國家級國際航空樞紐；二是成為國際空中門戶，成為國際客貨的重要中轉站；三是成為驅動成渝經濟區、天府新區的重要引擎。

潘剛軍介紹成都新機場將形成城市綜合體、城市經濟群。以機場為圓心向外延伸 3 公里左右範圍將建設“小型機場城”。主要規劃和建設：酒店、辦公樓、停車場（樓）、餐飲、大型購物中心、銀行、免稅店、會議及展覽中心、文化和娛樂設施、休閒及康樂場地、醫療和保健機構、飛機維護和維修、物流配送、保稅區、經濟特區及保稅倉庫等。在機場周邊 15 公里及機場走廊沿線 30 多公里範圍，將打造大型航空城，佈局產業、生活設施等。

三、 現場參展

(一)機場公司主展區規劃

1.展覽目的：

藉由此次參展，提高桃園機場國際知名度及航空城計畫能見度，並透過開放性的攤位空間及佈置，宣揚桃園航空城計畫及第三航廈相關計畫成果。



圖 10、桃園機場展區

2.文宣品設計製作

(1)電子文宣品-以網頁形式呈現文宣內容，現場使用 IPAD 展示說明。

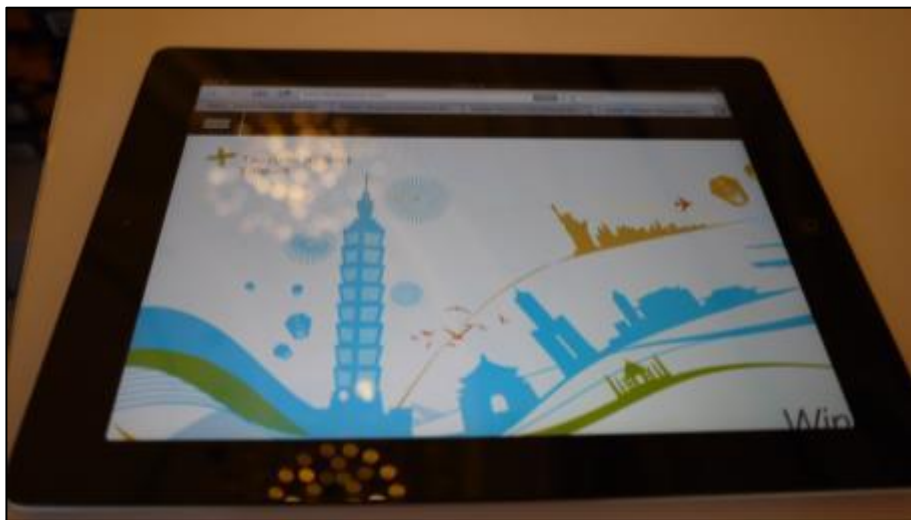


圖 11、現場展示用的 ipad

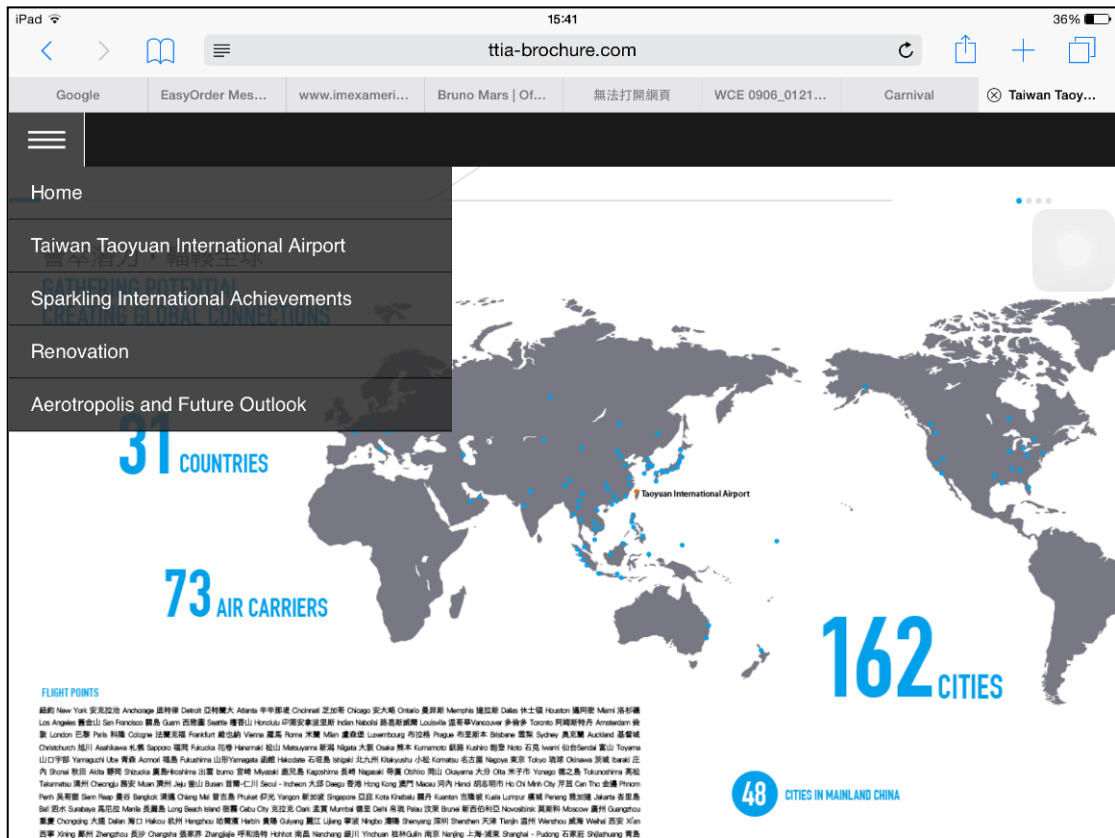


圖 12、電子文宣品相關畫面

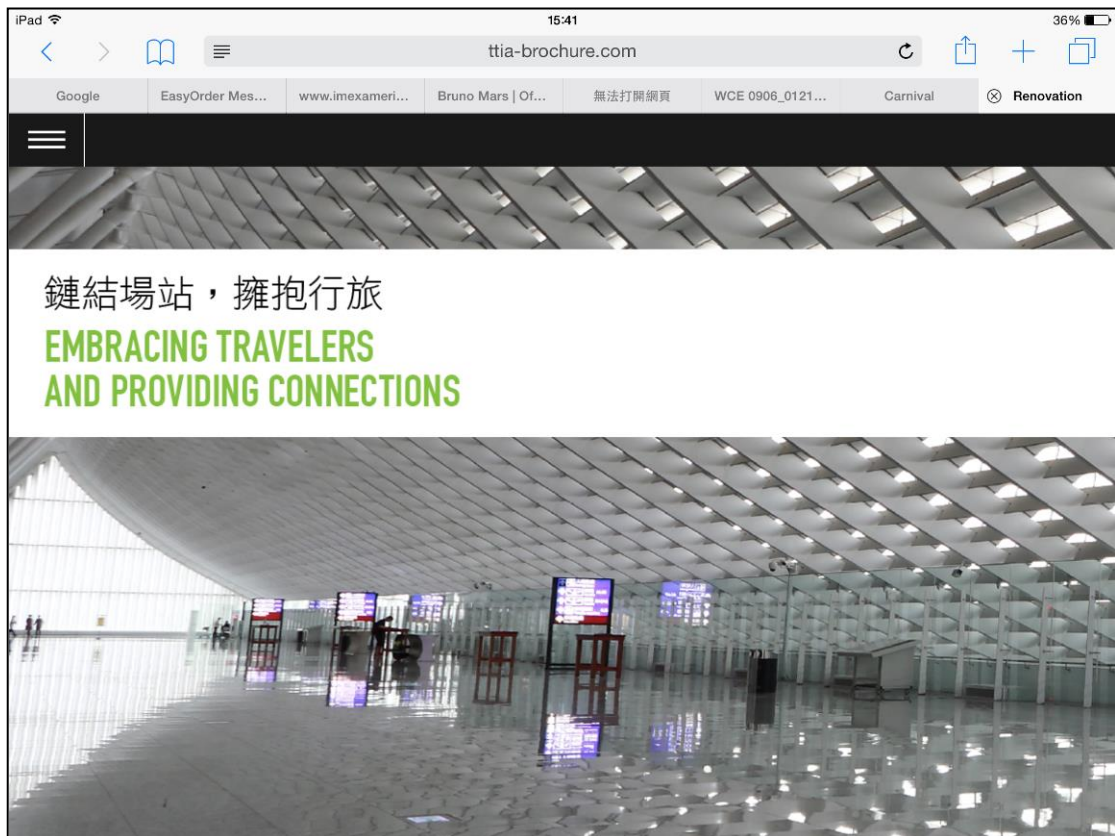


圖 13、電子文宣品相關畫面

(2)桃園機場整體平面圖-便於對參觀者解說桃園國際機場第三航廈計畫及週邊環境設施。



圖 14、桃園機場整體平面圖的展出

(3)紀念品-多用途金屬開瓶器行李吊卡(800 份)



(4)現場行銷活動-整點發小食(鳳梨酥、花生糖、麻荖)



(二)其他展區一覽

本屆大會現場設有 17 個展示攤位，來自各國航空城建設相關機構共襄盛舉，現場提供機場特色與國家城市特色簡介文宣品供與會者索取，各國展示攤位亦安排解說人員，分享航空城發展規劃與進展。



圖 15、青島機場展攤

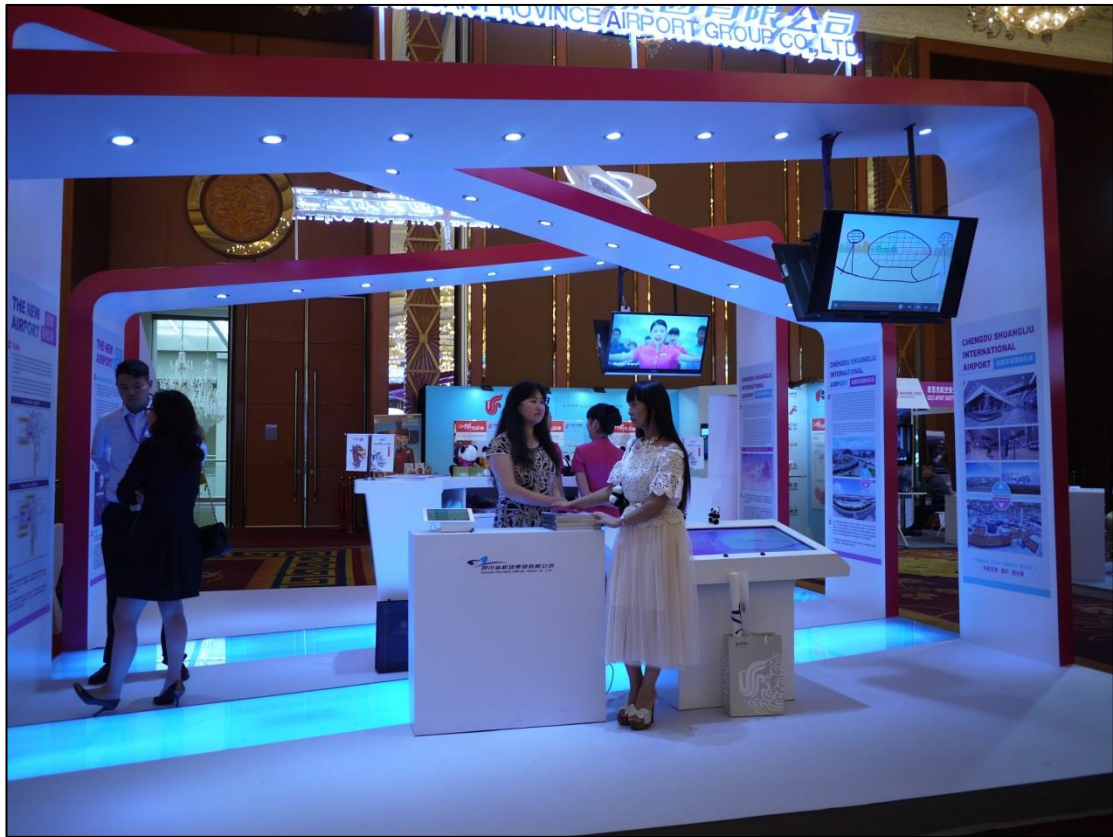


圖 16、成都雙流機場展攤

四、 成都雙流機場設施及服務參觀

(一)入境動線



圖 17、行李提領區電子顯示屏故障

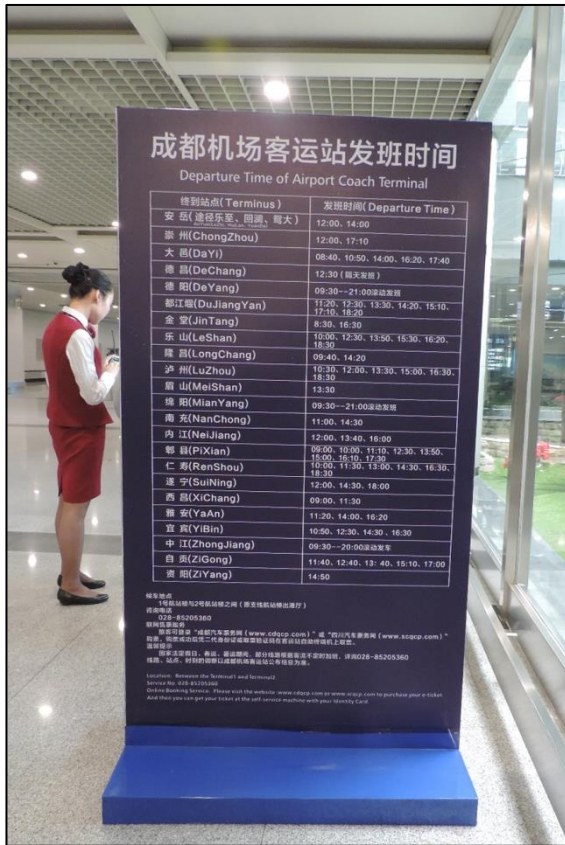


圖 18、行李提領區設有客運發車時間資訊，方便旅客先行查詢



圖 19、入境大廳指標明確



圖 20、入境大廳中轉區服務點



圖 21、計程車搭車處（與一般車輛分隔）



圖 22、交通指標明確

(二)出境動線



圖 23、出境層路緣的遊覽車、小客車、計程車混雜，交通非常混亂



圖 24、第一航廈與第二航廈間免費接駁車搭車點



圖 25、航廈間免費接駁車



圖 26、出境大廳查詢系統設備故障



圖 27、出境大廳自助報到設備及相關操作說明（雙流機場設立）



圖 28、四川航空自助報告設備數量充足（四川航空設立）



圖 29、停車場的行李推車回收處



圖 30、出境大廳設有付費手機充電點



圖 31、停車場收費標準

參、心得與建議

在全球競爭以及機場世代興起的浪潮中，機場及航空城市在全球產業佈局中，均扮演著運籌樞紐的重要角色。桃園航空城計畫是台灣有史以來最大開發計畫，建構嶄新的人流、物流、金流、資訊流等整合之產業生態系，促使桃園國際機場與航空城成為東亞經貿樞紐，提升臺灣國家整體競爭力。

桃園國際機場位於桃園航空城的蛋黃核心區，透過參加此次亞洲航空城論壇活動，除了解各國航空發展進程、交流未來建設方向，也在展覽攤位現場展示桃園機場近期建設成果，和與會貴賓說明 T3 願景、興建計畫及航空城自由貿易港區等。例如本次航空城論壇活動中，與南非第三大城艾古萊尼(Ekurhuleni) 市政團隊交流。艾古萊尼市也正戮力發展航空城，對於桃園機場及自貿港區的策略及規劃都非常有興趣。屬於航空城計畫主體的桃園國際機場，本身的競爭力提升才是未來發展的關鍵，才能帶動周邊經濟發展，如何在競爭激烈的亞太區機場中脫穎而出成為東亞轉運樞紐，並與標竿機場學習，突破現行機場營運管理的思維，逐步提升改善軟硬體設施。

以下是本次出國的結論與觀察，並提出幾項建議事項：

此次由成都雙流機場第一航廈國際線入境，因第一航廈於 1999 年建設，較為老舊，接機大廳及商業設施採光不佳，如圖 19，顯得陰暗陳舊。第一航廈外停車場又在整修中，整體感覺有些混亂。這樣的情況令人想起過去的桃園機場第一航廈，過去也是因為設計年代較早，較諸近年鄰近機場的新航廈，失色不少。但在聘請日本建築師團紀彥負責外型設計，將原本的弧線屋頂結構向外延伸和往上升高，並以玻璃帷幕增加航廈的透光性，於 2013 年完成後，整體明亮潔淨，空間寬敞，帶給旅客煥然一新的感受。採光對住家及公共交通場合都是十分重要，成都雙流機場第一航廈一樓部分空間寬敞、動線標示清晰、商業設施但也相當方便，但卻因採光不佳，相對使得設備看來更加老舊，大大減低了旅客的舒適度，是建設啟用年代較早的機場，必須注意的問題。

另出境時也特別參訪了成都機場第二航廈，成都雙流機場第二航廈於 2012 年完工啟用，整體概念是一個弧型的圓拱，採光及商業設施設計都較第一航廈優越許多，也有許多先進的設備例如查詢系統，但當天設施損壞並無法使用，相當可惜。第二航廈到第一航廈亦有安排接駁車，班次密集，5-10 分鐘一班，但車輛較小為 20 人中巴，如圖 24；一方面對攜帶大件行李的出境旅客來說，必須自行扛行李上下車，相當不便；另一方面候車區並無服務人員主動導引旅客排隊，管理不積極，旅客搭乘時爭先恐後，都是旅客體驗不佳的地方。相較桃園機場而言，桃園機場使用大型低底盤公車，便利需要攜帶大件行李的旅客，是較貼心的設計。但也因車輛較大，接駁巴士班次較少。在維持成本的考量下，為了便利員工來往機場園區各單位，或許桃園機場可考慮在接駁車的部分時段或路線使用中小型巴士來營運，可增加班次，服務機場各單位員工，或少量較為緊急行李不多的旅客。

肆、附件



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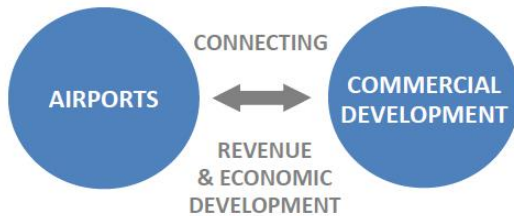
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MXD's Role

Airport City Master Planning
Case Study Profiling/Benchmarking
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Financial Feasibility & Structuring
Economic Cluster Analysis
Commercial Development
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Implementation & Governance
Marketing, Branding & Identity



Airport Cities & Aerotropoli by MXD



Edmonton International Airport



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Memphis Aerotropolis



Vancouver International Airport



Muscat International Airport



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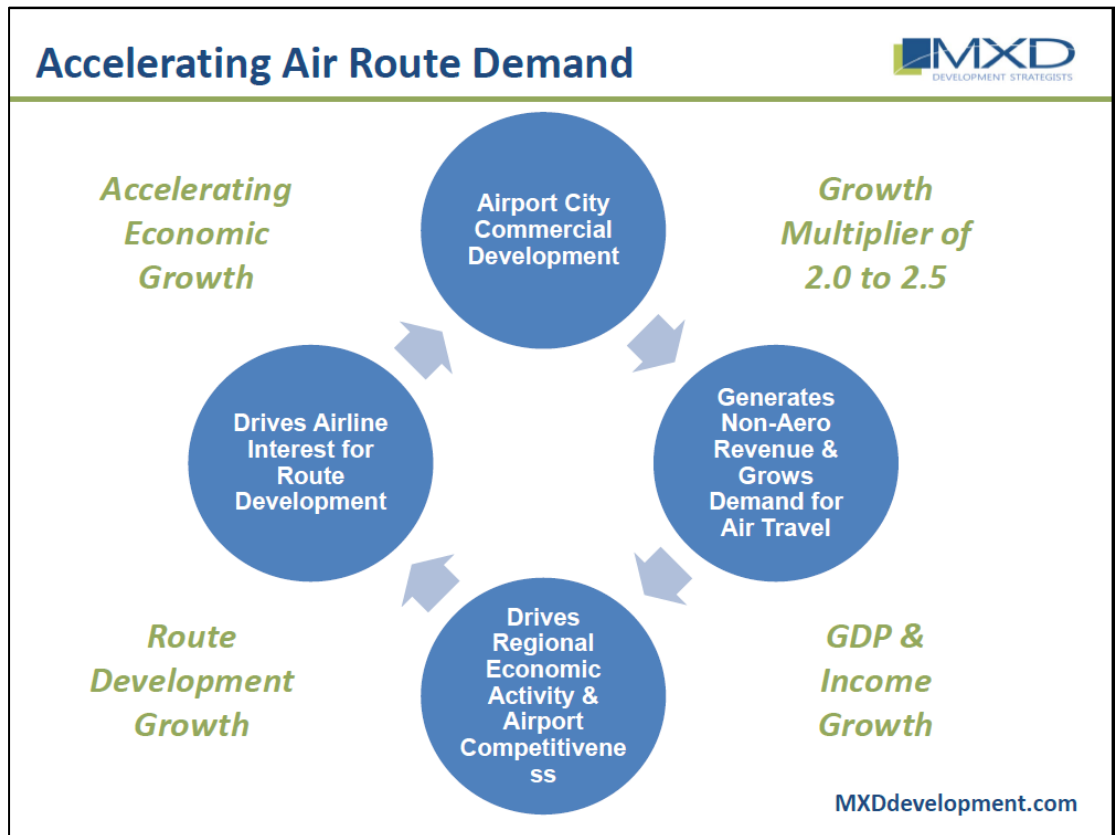


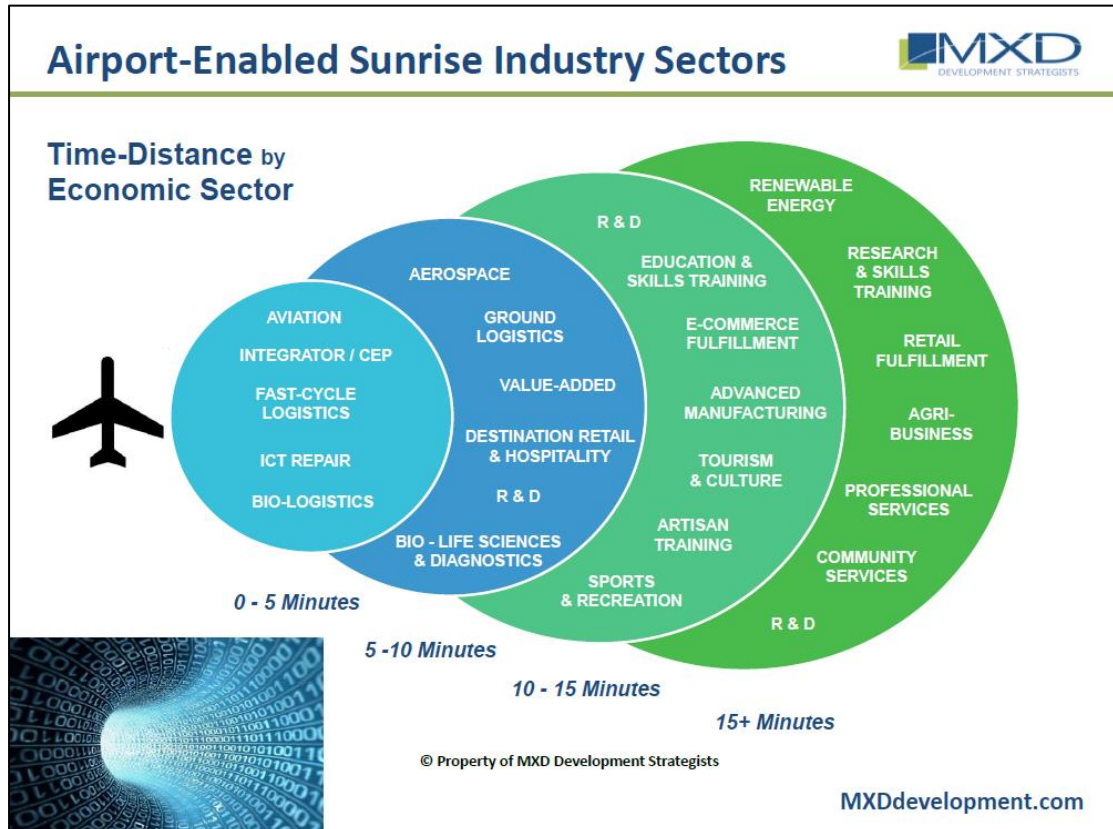
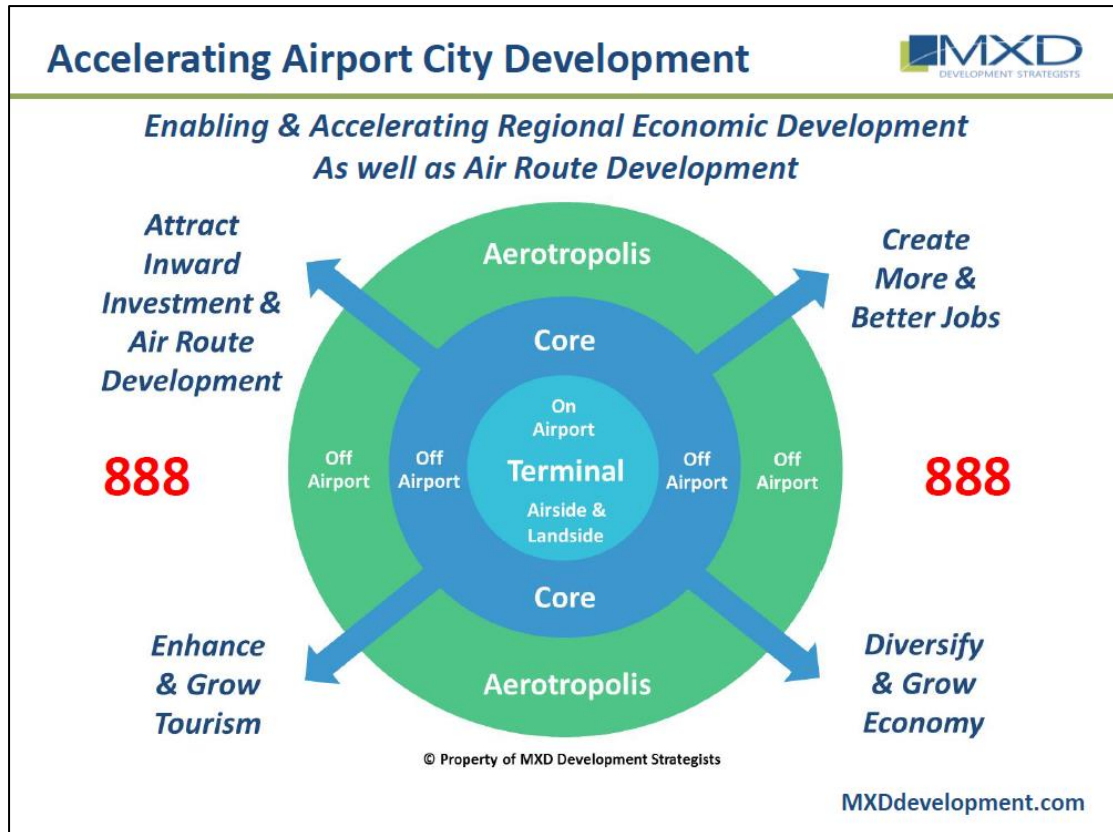


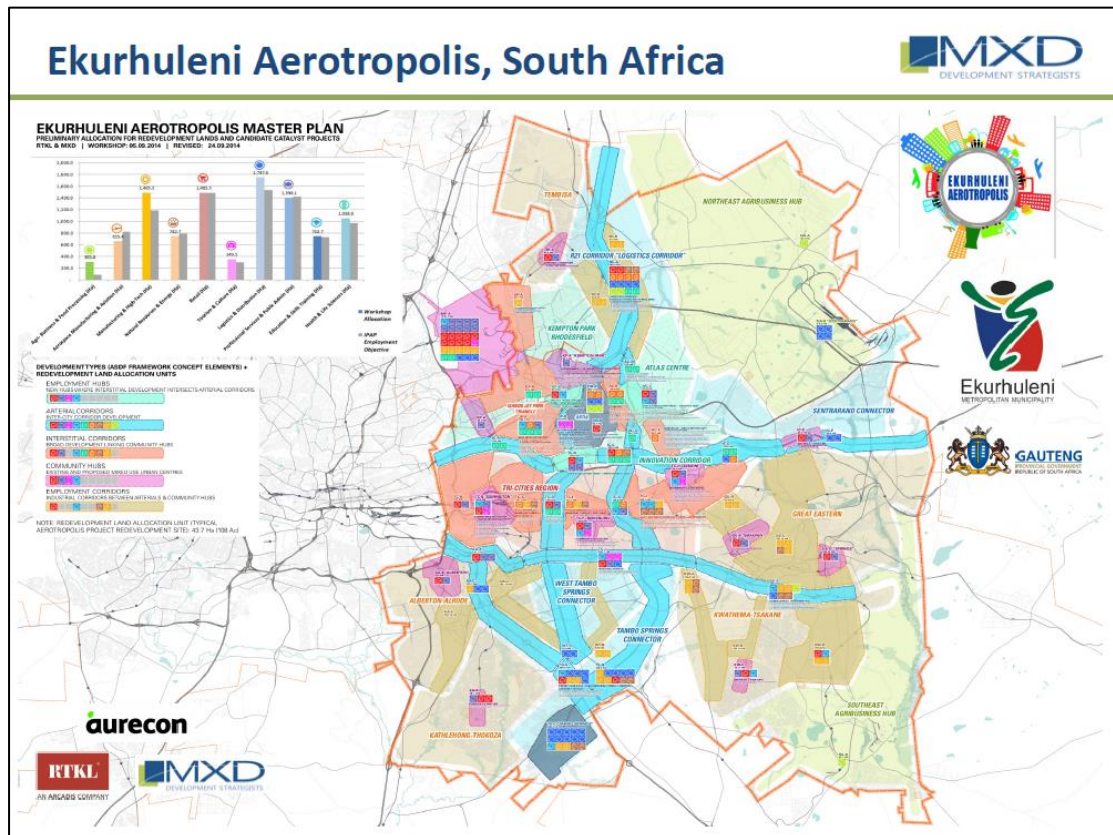
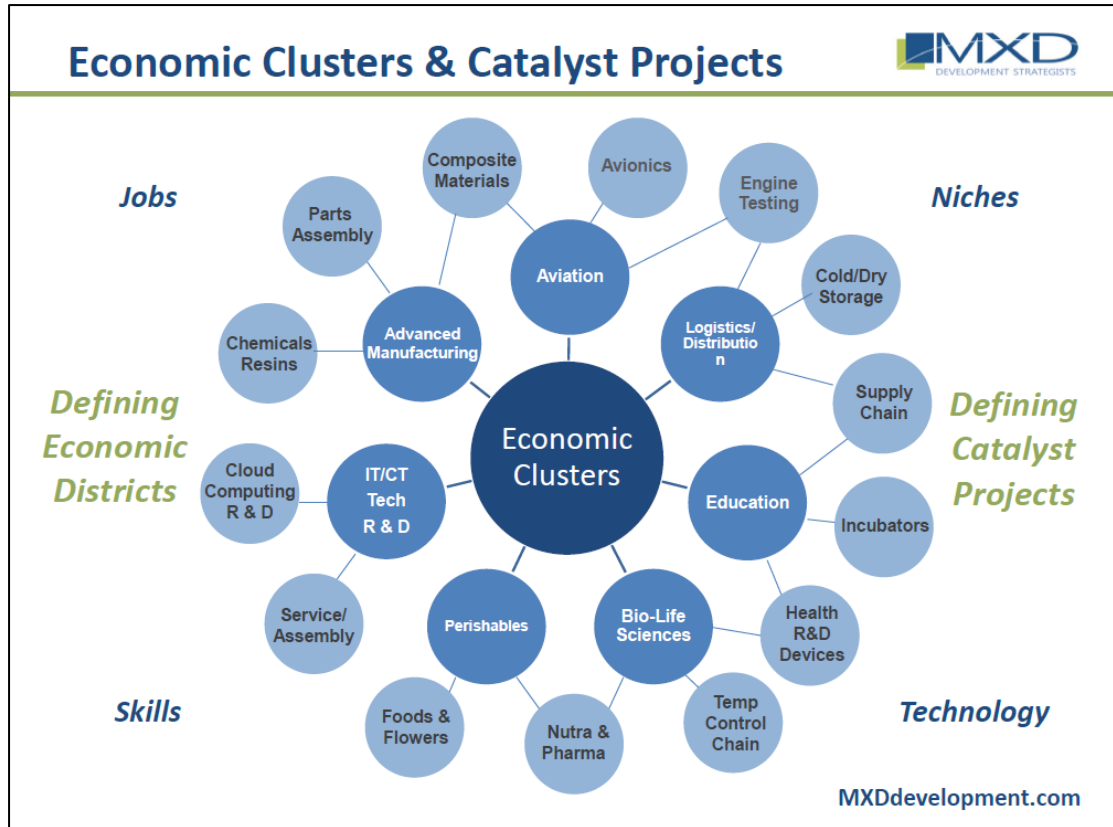
Leveraging Airport Multi-Modal Connectivity



Regional Economic Niches ← Leveraging → Airport Multi-Modal Gateway



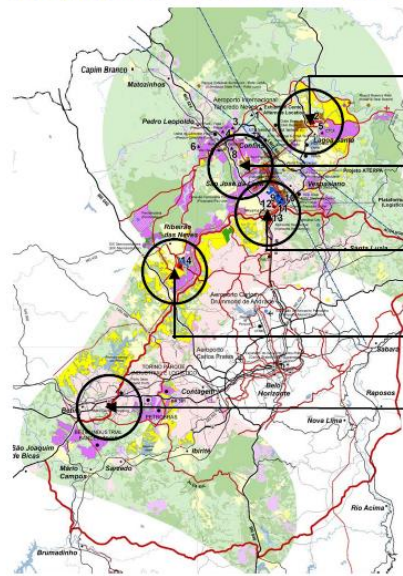




Belo Horizonte, Brazil BH Economic Master Plan



Proposed Economic Centers



Aerospace & Defense Center – Lagoa Santa

Logistics & Fashion Center – Pedro Leopoldo, Confins

Aerotropolis Center – São José da Lapa, Vespasiano

Microelectronics & IT Center – Ribeirão das Neves

Automotive/Heavy Equipment & New Industry Center – Betim

- **Economic Centers Concept:** Leverage existing investments to grow new economy industry clusters

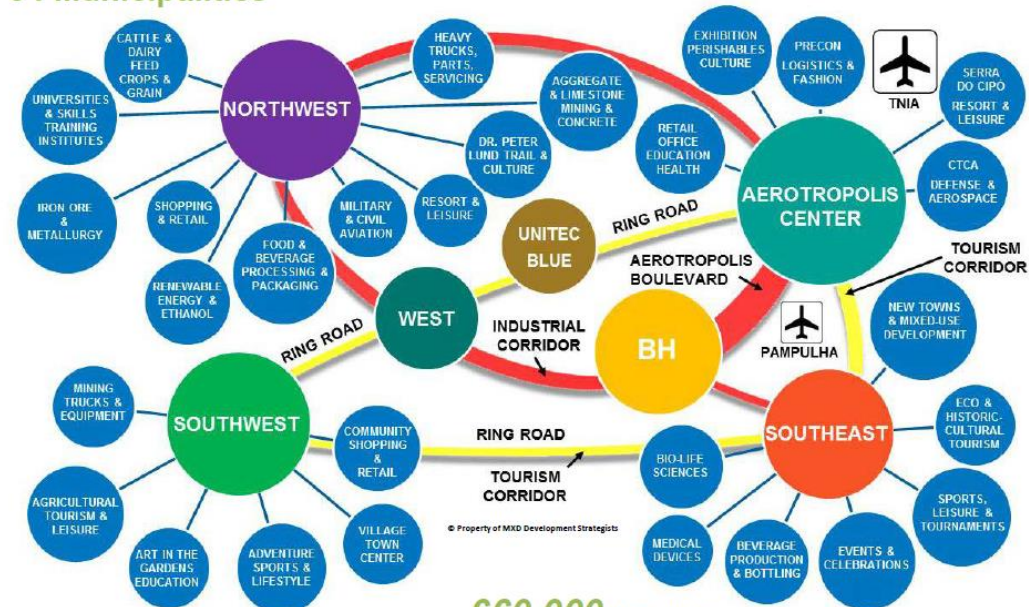


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BH Aerotropolis Economic Strategy, Brazil



34 Municipalities



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US\$10 Billion Public Investments

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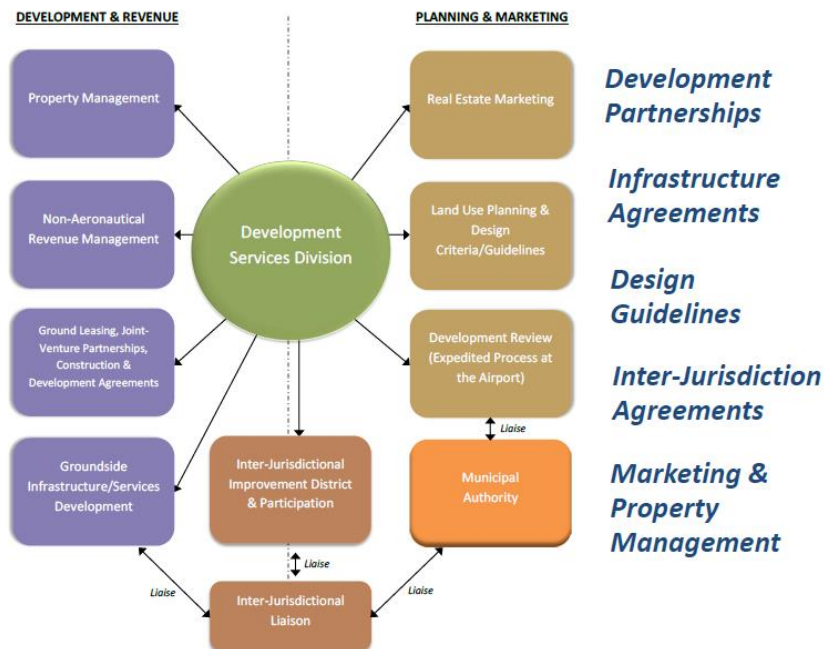
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