

出國報告 (出國類別：會議)

**第九屆機場區域永續發展國際研討會**  
**9th Sustainable Airport Areas**  
**International Seminar**

服務機關：桃園國際機場股份有限公司

姓名職稱：謝懷慧 研究委員

派赴國家：美國

出國期間：108 年 10 月 13-19 日

報告日期：108 年 11 月 18 日

## (一)目的：

位於大巴黎地區的「巴黎戴高樂和布爾歇機場區域」(Paris CDG & Le Bourget Airport Area) 是以戴高樂機場和布爾歇機場為核心 10 英里半徑範圍的區域，密集的路網讓這個區域得以整體發展，也連接巴黎其他重要的商業區。該區域也因此成為了大巴黎地區乃至整個法國的主要商業區。為強化「巴黎戴高樂和布爾歇機場區域」與國際上其他重要機場區域的國際競爭力，2009 年，由巴黎機場公司及大巴黎地區企業部門協調，成立大巴黎 Hubstart 地區聯盟 (Hubstart Paris Region® Alliance)，並開放國際結盟，每年 10 月輪流於巴黎及國際夥伴機場城市舉辦機場地區永續發展國際研討會。

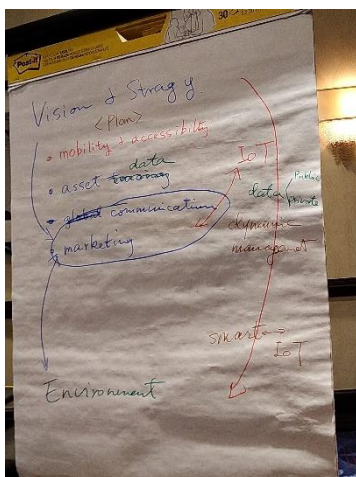
2017 年會議中，包括法國機場周邊區域政府首長、區域內各城鎮官員及代表，以及來自韓國松島、香港、桃園、北京、上海浦東、德黑蘭、達拉斯、赫爾辛基、亞特蘭大國際機場區域開發招商相關政府代表及公司幹部等都出席本次會議。去(2018)年在北京大興機場舉行，今年則於亞特蘭大以大數據應用為會議專題，進行探討。

本公司代表獲邀擔任會議與談人，就大數據應用如何協助機場周

邊觀光議題說明桃園機場及桃園市政府經驗。除經驗分享，互相學習，並增進桃園機場與國際相關社群之交流，接洽未來合作。

## (二)過程：

本次會議由大巴黎 Hubstart 地區聯盟與美國亞特蘭大航空城公司、亞特蘭大機場公司合辦，邀請了包括來自巴黎、亞特蘭大、北京、維也納、香港、多倫多、赫爾辛基、辛辛那提、阿姆斯特丹等機場或航空城開發公司，顧問機構，地方政府，非營利組織等代表，齊聚一堂，分別以大數據及科技創新對於機場及周邊區域之永續環境、就業及教育、社區發展、觀光發展等面向之影響討論分享。會後並安排三項相關參訪活動。



預備會議之討論



主辦人致詞

(左：亞特蘭大航空城公司總經理 Shannon James

右：大巴黎 Hubstart 地區聯盟創辦人 Elisabeth Le Masson)

## 研討會四大主題



## 荷蘭史基浦機場周邊之海陸空智慧聯運介紹

## 機場大數據在促進周邊觀光之應用討論



## 公司代表會議與談

## 會後大合照





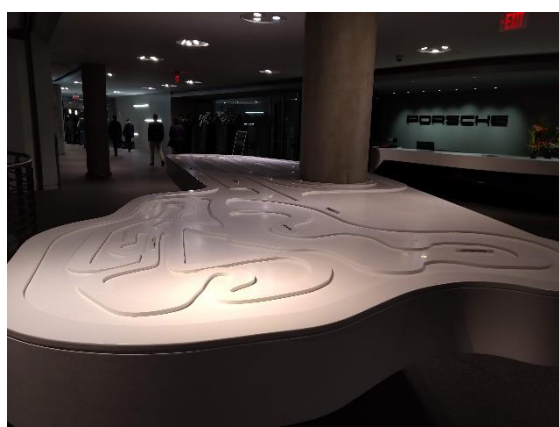
10/14 晚間拜訪 Serenbe 新市鎮，是亞特蘭大周邊的新開發案之一。設計概念引用英式鄉村風格，在山林之間建設包括住宅、學校、辦公、商業、文化等設施，旨在打造宜居可行走之人本環境，與一般美式社區之寬廣卻只能依賴行車的設計概念不同。主辦單位並於此舉辦歡迎晚宴。



10/15 晚間前往坐落於亞特蘭大機場旁之保時捷北美體驗中心暨企業總部 (Porsche North America Experience Center (PEC) and Headquarters) 參訪。來自英、法、德的歐洲公司，為亞特蘭大市所屬之喬治亞州，提供了過半的國外直接投資(FDI)以及外資就業機會。繁忙便利的亞特蘭大機場



是外資選擇投資的原因之一；包括德商保時捷在內，許多國際大廠將區域總部設於亞特蘭大。保時捷北美總部除行政部門，還包括各種路況試駕設施，方便區域內買家搭機前來體驗以及享受 VIP 級服務。



10/16 下午會議結束後，除實地走訪機場周邊建設如會展中心、體育館、物流中心等，並參觀 Blackhall 攝影棚。喬治亞州為培植影視產業，以減稅方式鼓勵投資；加上近年來影視平台興起，市場需求大增，亞特蘭大已成為好萊塢之後，美國影視產業第二大城。位於機場附近之 B 攝影棚，為電影「哥吉拉 II」及美國多部知名影集拍攝地點。（廠內禁止拍照） <https://blackhallstudios.com/>



體育館外觀

機場單站專線直達會議中心，軌道下方空地部分打造為球場供年輕人使用。軌道兩旁分別為旅館及體育館，前方為會展中心。





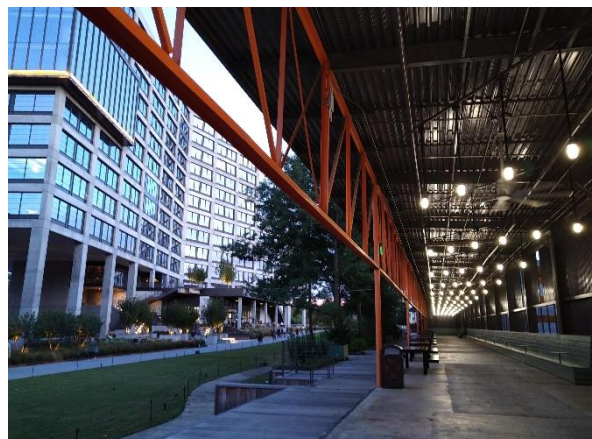


達美航空總部原址

亞特蘭大航空城公司總部



Ponce City Market:由舊百貨商場進行都市更新打造之文創園區，包含商店、公益空間、餐廳等。



10/17 在外交部駐亞特蘭大台北經濟文化辦事處安排下，與亞特蘭大機場公司(Hartsfield-Jackson Atlanta International Airport)國際部主任 Ms. Alrene Richards Barr 午餐敘，討論桃園機場與亞特蘭大機場未來合作事宜。晚間則與亞特蘭大市所屬富頓郡(Fulton County)郡長 Mr. Robert L. Pitts 餐敘。富頓郡與桃園市於 2017 年簽署合作備忘錄，締結姊妹市；郡長期待未來與桃園就機場城市及產業議題深度交流。



Ms. Alrene Richards Barr 與公司代表合影



與富頓郡長餐敘合影  
(左至右:王祥瑞僑務委員、公司代表、富頓郡長 Mr. Pitts、劉經巖處長伉儷)



### (三)心得與建議

本次會議為各參與國家之機場及周邊區域開發相關單位之年度討論平台。觀察國際經驗，綜整建議如下：

1. 參與新議題之國際合作網絡：各國因制度或開發範圍有所不同，航空城發展相關業務可能由機場公司負責，或由地方政府辦理，抑或相關利害關係者(包括機場、中央及地方政府、相關產業等)合資成立開發公司進行。而機場城市議題近年來已成相關業界重要共同話題，也是機場爭取業外營收之良機。參與針對新議題發展之國際網絡，有助發展新業務，尋求商機。會議結束後，部分與會者於 11 月初來台參加航發會與美國世界飛安基金會(Flight Safety Foundation, FSF)共同舉辦之 2019 世界飛安高峰會，隨即回訪桃園機場，了解未來合作機會。
2. 機場國際交流與城市國際交流相得益彰：歐美國家之機場管理，地方政府扮演重要角色。在美國，機場由市/郡政府管理；在歐洲，機場公司則由地方政府部分持股。機場城市建設為國際所關注時，機場與城市攜手合作，進行國際行銷，效益則能倍增。本次會議舉辦前夕，部分與會者即進行相關聯盟備忘錄簽署；包括北京大興機場航空城公司與亞特蘭大航空城公司，巴黎機場公司與亞特蘭大機場公司，以及亞特蘭大市與大巴黎 Hubstart 地區聯盟(續約)，都藉著會議之便，進行合作簽署儀式。本次與會，亦與亞特蘭大機場公司人員洽談未來簽署合作備忘錄相關事宜。亞特蘭大市與台北市已締結姊妹市，所屬之富頓郡則為桃園市之姊妹市；同為機場城市，並致力於開發航空城，未來以機場及相關發展議題，深化交流。

### (四)附件：

會議議程及各節簡報內容如附



## **Sustainable Airport Areas International Seminar**

**Atlanta October 14 – 16, 2019**

**Program for the speakers and moderators**

### **Monday, October 14th**

#### **Afternoon**

Location: Atlanta Airport Marriott, 4711 Best Road, Atlanta, GA 30337, USA.  
Alabama & Georgia Rooms

**2:00 – 3:00 pm: Rehearsal for speakers and moderators**

**3:00-5:00 pm: "Experts meeting".**

Moderator: Jonathan Tuley, Senior Principal Planner Atlanta Regional Commission

Agenda:

- 1) Catching-up since last year seminar:
  - For the "alumni": what's new since last year? What are the recent developments in the airport area?
  - For the new members: presentation of the main characteristics of their airport area
- 2) Collective debate on the 2019 seminar topic "Disruption and Innovation in Airport Areas". How does it impact the "best practices matrix" built during the Metropolis Initiative?
- 3) How could we keep the SAA alumni network active between 2 annual editions of the seminar? A proposal: a website dedicated to the SAA members

**Evening at Serenbe<sup>1</sup>.**

<https://serenbe.com>

5.30 pm: Departure by bus to Serenbe. Meeting point in the Atlanta Airport Marriott Lobby

Dress code: casual

**6:00-7:00 pm: Tour and welcome at Serenbe**

**7:00 – 9.30 pm: Team building dinner hosted by the Hubstart Paris Region Alliance**

**9:30 – 10.00 pm: Bus back to the Marriott hotel**

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<sup>1</sup> "Serenbe is a utopian experiment in New Urbanism being molded out of Georgia red clay." The New York Times



## **Tuesday October 15th**

### **Sustainable Airport Areas International Seminar Day 1**

#### **Disruption – the Impact of Big Data, Technology and Innovation for building successful Sustainable Airport Areas**

Location: Atlanta Airport Marriott, 4711 Best Road, Atlanta, GA 30337, USA. Salons F  
- H

#### **Morning**

##### **8:30 - 9:00 am: Breakfast and check in**

##### **9:00 - 9.30 am: Official Welcome**

- Chairman of Atlanta Aerotropolis Board of Directors: Dr Stuart Gully
- HJIA General Manager: John Selden
- Paris Region Council, Chairman of Choose Paris Region: Franck Margain

##### **9.30 – 10.00 am: Presentation of the New Beijing-Daxing Airport and the Beijing-Daxing Airport Economic Zone**

- Chairman of Beijing New Aerotropolis Holdings: Boming LUO

##### **10.00 – 10.05 am: Presentation of the 9<sup>th</sup> edition of the seminar**

- Hubstart Alliance Elisabeth Le Masson
- Atlanta Aerotropolis Shannon James and CID Gerald McDowell

##### **10.05 - 10:30 am: Introduction to the seminar topic: an academic perspective**

- Presentation by Debra Lam Managing Director of Smart Cities and Inclusive innovation, Georgia Tech.
- An operational vision of the future: Max Hirsh " A Customer-Focused Approach to Airport Technology"

##### **10:30 - 10:45 am: Networking Coffee Break**

**10.45 - 12.00 am: Introduction to the seminar topic: an operational perspective**

- Keynote speakers:
- ✓ 10.45 – 11.00 am: Lio Chen Managing Director, Travel and Hospitality Center of Innovation, PlugandPlay: How big data and new technologies will impact travel and hospitality
- ✓ 11.15 – 11.30 am: Manuel Chauffrein CEO and Founder AVAIRX : "How emerging new mobilities will revolutionize air transport and cities to make them more sustainable"
- Pitch of start-ups
- ✓ French start-ups:
  - 11.30 – 11.40 am: Jean-Christophe Mifsud, President and founder Rubix
  - 11.40 – 11.50 am: Edouard Mathieu, Hologarde, CDG airport deputy CEO
  - 11.50 – 12.00 am: Jean-Christophe Lambert Co-founder & CEO Ascendance

**Qn'A****12:00 – 1:00 pm: Networking Lunch****Afternoon****1:00 - 3:15 pm: Panel 1: Using Big Data and new technologies to enhance the environmental sustainability in airport areas**

- ✓ 1.00 – 1.10 pm Pitch: Charlene Lambert Solution Manager Evolution Energy

The airport and air transport activity, the business/logistics/touristic parks, the transportation system, all these induce negative externalities for the airport area: pollutions (air, water, soil), carbon emissions, excessive consumption of or damage to natural resources (water, biodiversity), as well as production of waste reduction. All these activities tend to put a lot of pressure on the local ecology system and environment

This panel will explore how new technologies and big data could/will help in an innovative way to reduce pollutions and carbon emission, to decrease natural resources consumption, to reduce the footprint on biodiversity and to improve waste recycling. In a nutshell, how could innovation be a solution to preserve and even reconstruct the local ecosystems.

Moderators: Lea Bodossian

Speakers:

Jeanet van Antwerpen, CEO Amsterdam Airport Area

Hannah Palmer – Finding the Flint Atlanta

Naashom Marx: Senior Manager on Strategic Innovation Cincinnati/ Northern Kentucky International Airport

Hughes Potart: Delegate for Sustainable development Groupe ADP

Stanislas Lego, Director Business Unit BU Europe/West Africa/Americas Groupe ADP  
ADP Ingenierie

**3.15 – 3.30 pm: Networking Coffee Break**

**3:30 - 5:30 pm: Panel 2: How Big Data and new technologies will impact jobs, skills and education**

The impact of new technologies on labor is generally seen as negative: massive jobs destruction, creation of a bipolarized workforce (highly skilled and low-skill)...

This panel will explore through concrete examples the consequences of new technologies on the airport/airport area jobs in terms of volume (jobs creation vs destruction) and qualifications required. The panelists will debate on the solutions to build adapted educational and vocational training programs, to identify and fill the gap between the required skills and the local workforce competence, to provide career guidance and train local inhabitants throughout their professional lives. The speakers will share their experiences in innovative ways of training.

Moderator: Mark Arend, Editor in Chief Site Selection Magazine

Speakers:

Peter De Leeuw: Director Real Estate Vienna International Airport

Geoff Herdman: Director Real-Estate Edmonton International Airport

Nathaniel Horadam: Atlanta Center for Transportation and the Environment

Marc Deman: Deputy GM Hubstart Paris Region Alliance

David Aboulkheir: deputy director Orly International

**Evening at the Porsche North America Experience Center (PEC) and Headquarters**



7.15 pm: Departure by bus. Meeting point in the Atlanta Airport Marriott Lobby

Dress code: formal casual

**7:30 – 9:30 pm: VIP dinner at Porsche North America Experience Center (PEC) and Headquarters hosted by Atlanta Aerotropolis Alliance**

**9.30 – 10.00 pm: Bus back to the Marriott hotel**

### **Wednesday, October 16th**

#### **Sustainable Airport Areas International Seminar Day 2**

#### **Disruption – the Impact of Big Data, Technology and Innovation for building successful Sustainable Airport Areas**

Location: Atlanta Airport Marriott, 4711 Best Road, Atlanta, GA 30337, USA. Salons F - H

#### **Morning**

**8:00 - 8.30 am: Breakfast**

**8.30 - 10.45 am: Panel 3: How Big Data and new technologies will help in transforming airport areas into smart, resilient and attractive communities**

✓ 8.30 – 8.40 am: Pitch François Chazelle, Partner & CCO Safety Line

Airport areas are generally speaking characterized by a low land-use ratio connected to a rapid urban sprawl, a massive use of cars, a non-sustainable urban quality etc...

The panel will debate how new technologies and big data could/will help to improve transportation, to help in city planning, to introduce new ways of construction, to provide easy access to amenities and services. The panelists will also explore new concepts such as the "sponge-city" concept and their interests for building resilient airport areas.

The objective is to create sustainable and attractive Airport Areas where employees and residents can find attractive places to live and work.

Moderator: Max Hirsh, Professor at Hong-Kong University

Speakers:

Pieter van der Horst, Managing Director Airea Airportcity Development, Naco

Arja Lukin: Vantaa-Helsinki - the Aviapolis Traffic Lab

Sergiy Ivannikov General Director Maculan&Compagnons Kiev

Chris Le Tourneur, President and CEO MXD Development Strategist Vancouver

Ms. Ying Ma, Beijing New Aerotropolis Institute of Smart and Ecological Technology Company Ltd

Kirsten Mote – Aerotropolis Transit Plan and Greenway trail Atlanta

Mike Alexander Atlanta Regional Commission

Olivier Guichard, Deputy CEO Strategy and Business development, Groupe ADP-ADP Ingenierie

#### **10.45 – 11.00 am: Networking Coffee break**

#### **11.00 am – 1.00 pm: Panel 4: Using Big Data and new technologies to transform airport areas into tourist destinations**

✓ 11.00 – 11.10 am: Pitch Whistler Cherubin CEO and founder Trip In

Airports Areas are generally seen as places where you work, where you transit, where you live but very seldom as places where you go for tourism. Airport Areas though often have interesting heritage, natural resources and amusement parks etc...

The panel will debate how Big Data and new technologies could/will help promoting the airport area as a tourist destination through new promotion tools (ex: virtual tours...), creating an image of "great place for Visitors". The speakers will discuss how to use this new technology to involve the local populations (inhabitants, employees) as «ambassadors» of the airport area? How to enhance the image of the airport area and create a sense of place through «A good Storytelling»?

Moderator: Kiran Merchant CEO Merchant Aviation Groupe ADP

Speakers:

Arja Lurkin: City of Vantaa - Aviapolis as a tourist destination

Claude Bannwarth CEO Tourism Academy Paris

Joël Couillandeu Managing Director of Operations Merchant Aviation Groupe

ADP

Huai-Hui Hsieh Taoyuan International Airport Taiwan

Carrie Burns Co-founder Atlanta Movie Tour

### 1:00-2:00 Networking Lunch

## **Afternoon Airport Area Tour**

2.00 pm: departure of the bus for the Airport Tour. Meeting point in the Atlanta Airport Marriott Lobby

### **2:00-4:30 pm: Atlanta Airport Area Tour**

The tour will include:

- The airport: \$6 billion capital improvement program called ATL Next (<http://next.atl.com/the-plan-projects/>). Domestic / International Terminals
- Porsche / Kimpton Hotel
- Flint River – the project to revitalize the river under the airport (<https://findingtheflint.org/>)
- Gillem Logistics Center – the former Army base, now a major logistics / soon-to-be mixed-use development (<http://gillemlogisticscenter.com/>)
- Gateway Center:
  - Renaissance Hotel
  - [Gateway Center II](#) – newest Class A office space in the Aerotropolis
  - [SkyHawks Arena](#) – the Atlanta NBA team, the Atlanta Hawks, has developed an arena in College Park for their development league team (<https://cpskyhawks.gleague.nba.com/>)
  - BMW Training Center (<https://www.globalatlanta.com/bmw-set-to-open-17m-training-center-near-atlanta-airport/>)
  - Georgia International Convention Center (GICC)
- Fort McPherson / Tyler Perry Studios (<http://fortmaclra.com/plans/>)
- Mountain View in Clayton County
- Woodward Academy
- Station Soccer East Point – third field in the world's first transit soccer league <https://www.soccerstreets.org/station-soccer>

### **4.30 pm: Bus back to the hotel**



## **Evening in Atlanta Midtown**

5.30 pm: departure of the bus for Atlanta Midtown. Meeting point in the Atlanta Airport Marriott Lobby

### **6:00 – 8:00 pm: Visit of midtown Atlanta**

- Ponce City Market <https://poncecitymarket.com/><sup>2</sup>
- Beltline project <https://beltline.org/explore-atlanta-beltline-trails/eastside-trail/><sup>3</sup>

**8.00 – 10.00 pm: walk around and explore Atlanta midtown at night! Many restaurants for dinner**

**10.00 – 10.30 pm: bus back to Marriott hotel**

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<sup>2</sup> The Ponce City Market is the repurposed Sears building that is now an incredibly successful mixed-use development with food hall, retail, office, and residential all in one. It's also integrated into the Atlanta Beltline East Side Trail

<sup>3</sup> The Beltline is Atlanta's biggest urban revitalization project and probably one of the biggest public revitalization project in the US.



# TAOYUAN: An Airport City for Industries and Tourism

## The Role of Big Data

**Sustainable Airport Areas International Seminar**

**Atlanta**

October 14 – 16, 2019

Huai-Hui Hsieh  
Senior Researcher

Taoyuan International Airport Co., Ltd.

# About Taoyuan International Airport (1979- )



Passenger Volume  
46,535 thousands



Cargo Volume  
2,322 thousands mt



Aircraft Volume  
256 thousands flights



Airlines  
(Flight & Cargo)  
93 airlines



On Scheduled Flight  
129 cities



FTZ Trade Value  
444 billion

Corporatized in Nov. 2010, Taoyuan International Airport Co., Ltd. hires 610 staffs including a 147-member fire brigade.

客運量 Passenger Volume

**6000** 萬旅次

**60** million passenger trips

貨運量 Cargo Volume

**450** 萬公噸

**4.5** million metric tons

起降架次 Aircraft Volume

**50** 萬架次

**500,000** movements

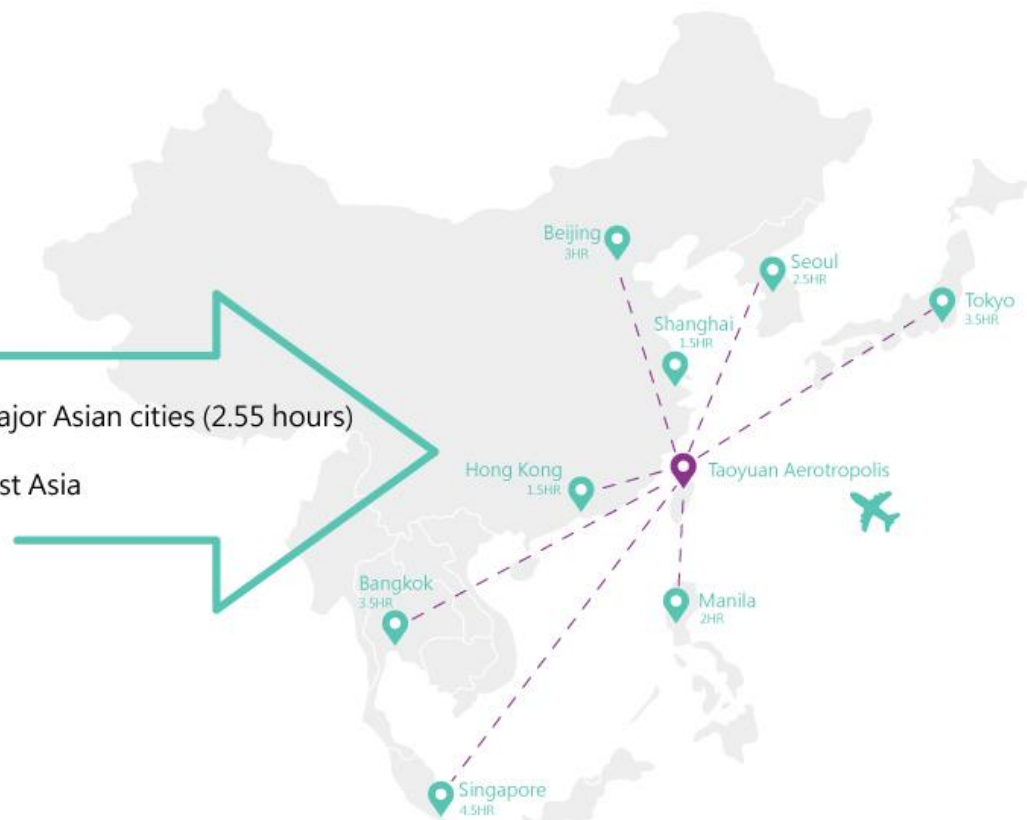
**2030**

桃園國際機場的營運目標  
Estimated Operational  
Volumes for TTIA

# Location of Taoyuan

Shortest average flight time to the major Asian cities (2.55 hours)

Center of the Northeast and Southeast Asia

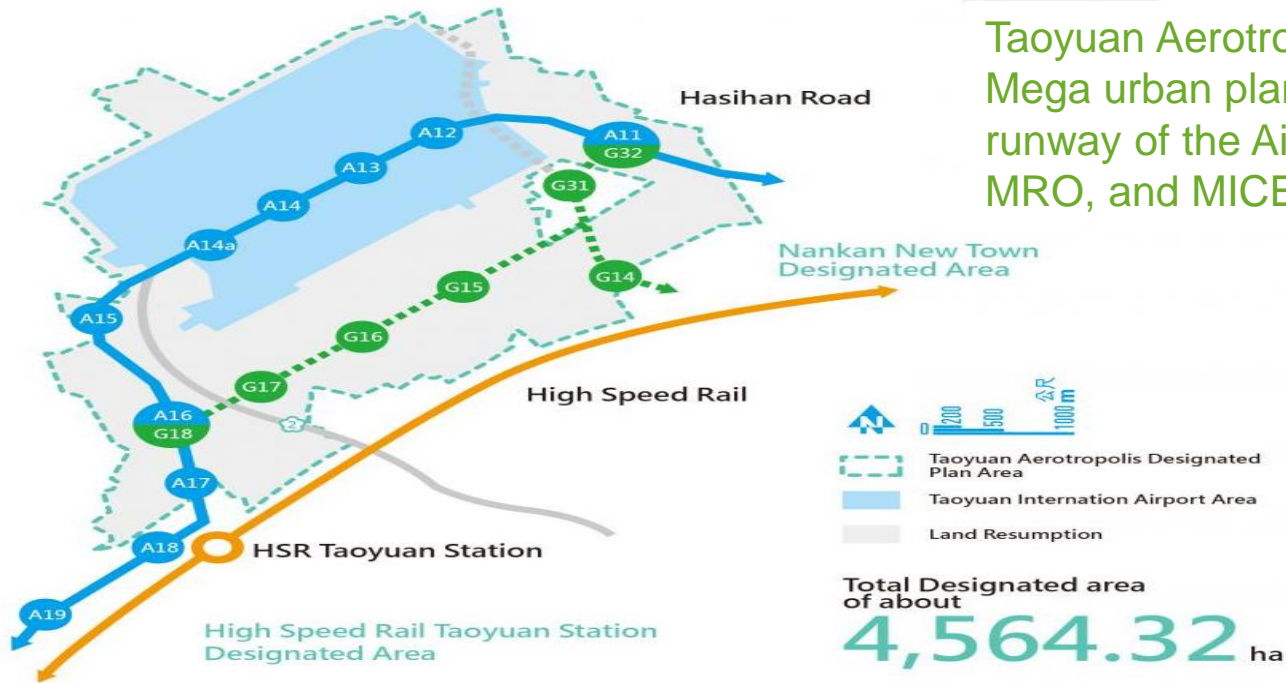


Closely linked with the Northern Taiwan Metropolitan Area

Sea-air dual port development of the Taoyuan International Airport and Taipei Port



# Current Project in the Area

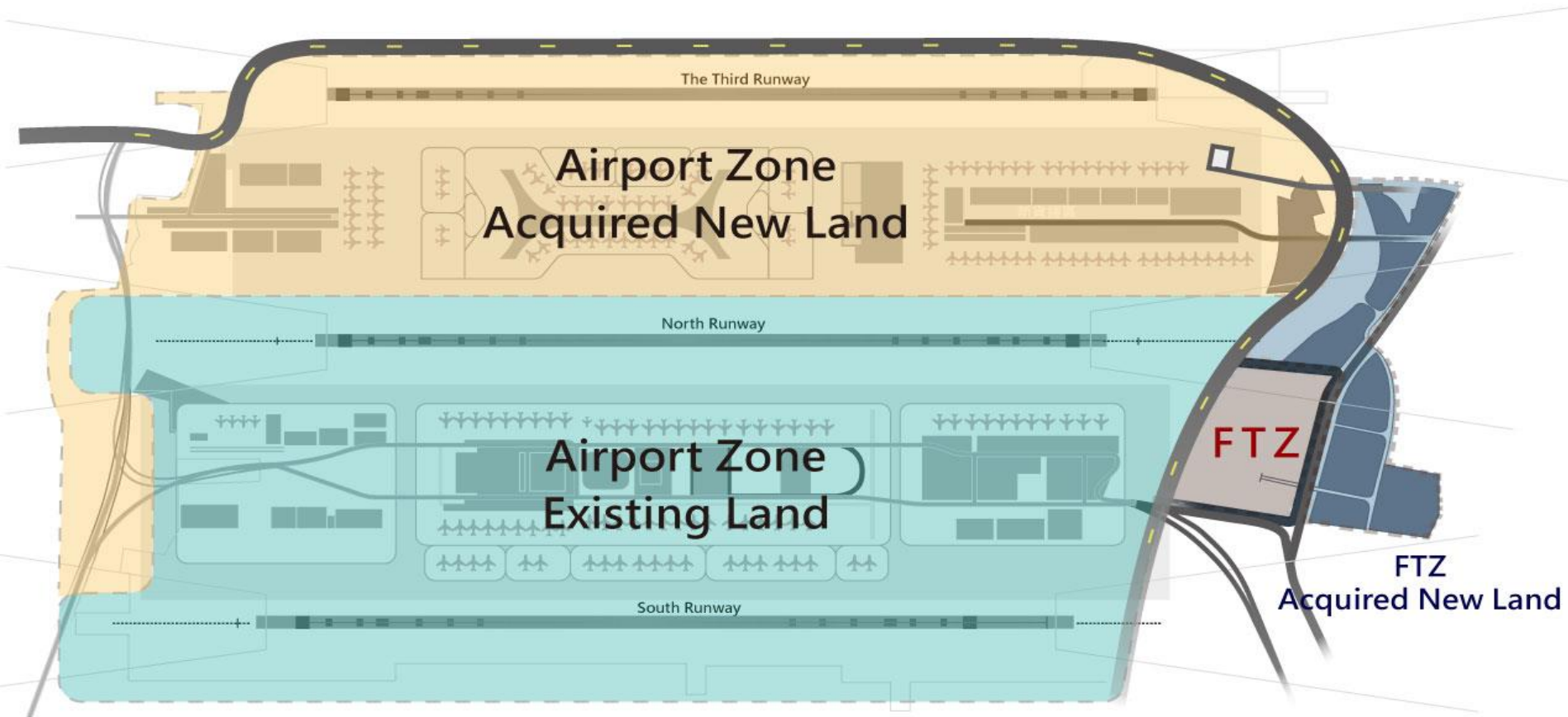


Taoyuan Aerotropolis Project:  
Mega urban plan including the third runway of the Airport to promote Logistic, MRO, and MICE industries in the area

T3 Construction Project  
in the Airport



# Current Project in the Area



## Airport Zone

- Existing land 1,120 ha
- Acquired new land 611 ha
- Subtotal 1,731 ha

## Free Trade Zone

- Existing land 35 ha
- Acquired new land 74 ha
- Subtotal 109 ha

# Taoyuan City at a glance



2.24 Million inhabitants  
820,261 Households



17 Colleges

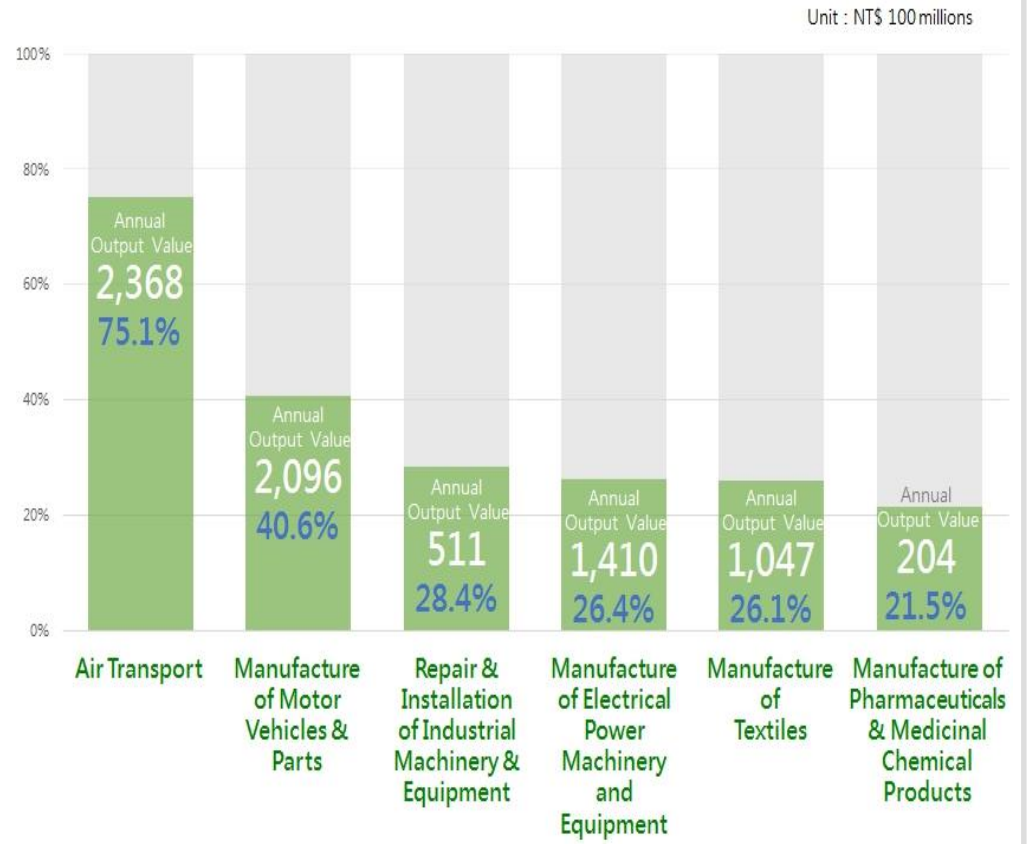


32 Industrial Zones  
7,000 hectares



Annual Industrial  
Output Value  
87 Billion USD

Taoyuan's Industrial Output,  
as a Percentage of Taiwan's Total Output



# Taoyuan's Industrial Advantages

Industry	Annual Output (USD billion)	% of Taiwan Total Output	Rank in Taiwan
Auto & Auto Parts	6.99	40.6	1
Maintenance & Installing of Industrial Machine Equipment	1.70	28.4	1
Electricity Power Equipment Manufacturing	4.70	26.4	1
Textile	3.49	26.1	1
Pharmaceutical Manufacturing	0.68	21.5	1
Air Transportation	7.89	75.1	1
Machinery Equipment Manufacturing	4.49	13.7	2
Food & Pet Food Manufacturing	2.61	13.6	2
Electronic Component Manufacturing	19.50	14.3	3
PC, Electronic Products & Optical Product Manufacturing	6.81	13.6	3



# An Industrial Airport City for Tourism

## Tourism in Taiwan (2018)

26.8% of tourists with groups

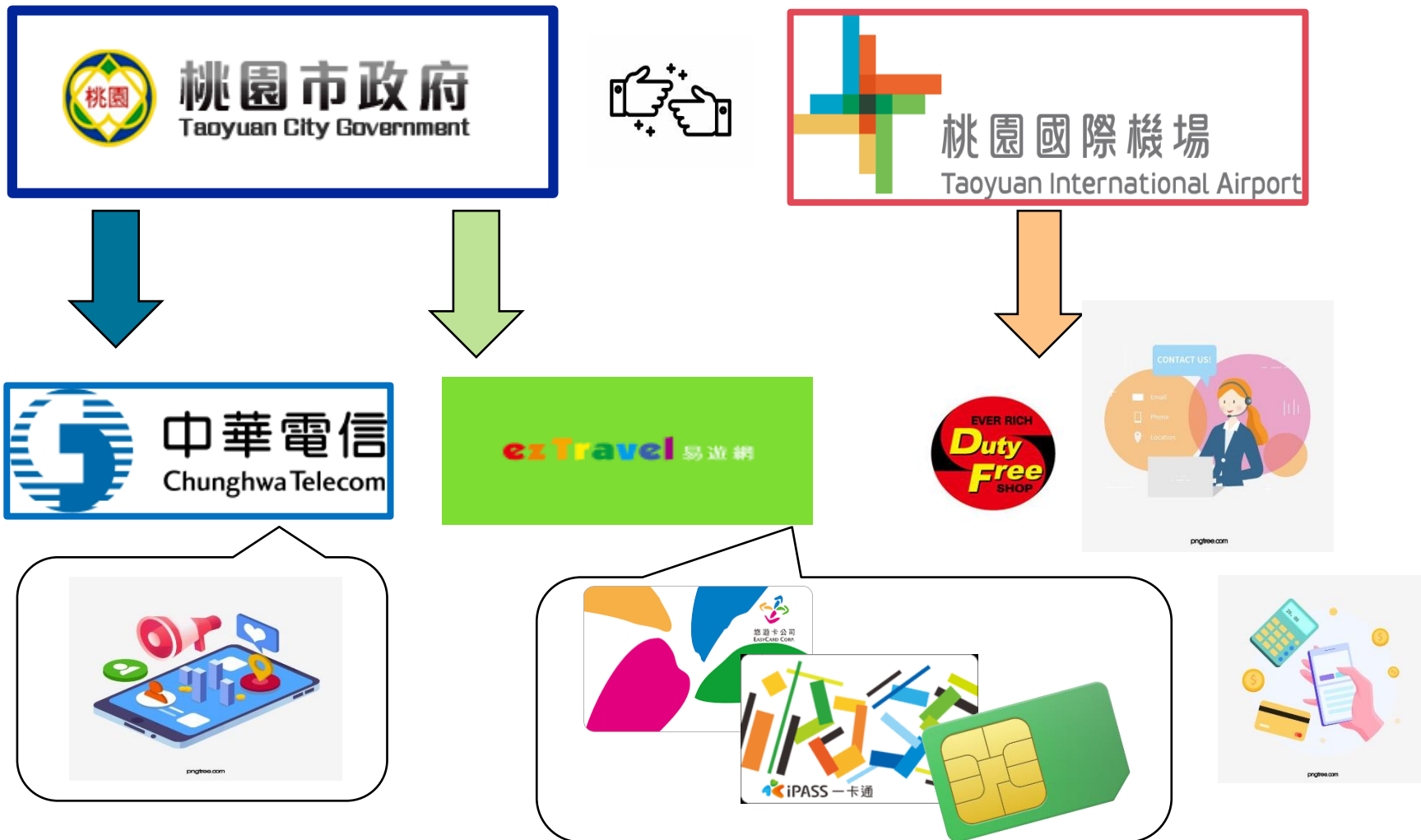
40.2% of tourists and more than 50 % of business visitors for package tours arranged by local agencies.

13.7 billion USD (annual revenue from the inbound tourists); 2.3% of the GDP

Number of foreign visitors: 11.06 million  
Number of passengers of Taoyuan International Airport: 46 million

Most popular: Taipei City (84%) ; Taoyuan City 1.58%, ranked 13 among 22 cities. (Decided by the locations of the popular tourist sites)

# Big Data for Tourist Promotion

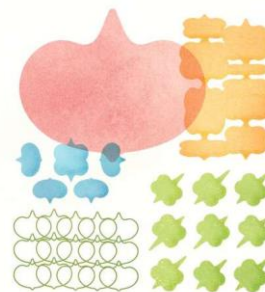




# Other Strategies for Tourism in Airport City

First/Last night in Taoyuan

International Events



桃園  
農業博覽會  
TAOYUAN  
AGRICULTURE  
EXPO

2019.09.28 @ 10.27 @  
◎新屋氣象站旁



2015 Lantern Festival

金牌好棧  
BEST STAYS 2018

玩桃園住好棧  
行李免費配

Free luggage delivery to  
TAOYUAN HOTELS

5月起桃機入境並入住桃園指定旅店，享行李免費宅配服務！  
Starting May 1st 2019, get free luggage delivery to a Taoyuan hotel from the Taoyuan International Airport. Just book a room at one of TAOYUAN HOTELS. Let us take the load off, while you enjoy Taoyuan.

**申請步驟** How to apply

- Step 1** 預訂入住指定好棧。  
Scan QRcode and book TAOYUAN HOTELS.
- Step 2** 線上預約行李直送服務。  
Make an online reservation for free luggage delivery.
- Step 3** 入境一二航廈時，到宅配通櫃檯出示配單條碼或單號、好棧訂房紀錄，並交寄行李。  
Bring your barcode, reservation record, and check the luggage at Taiwan Pelican Express counter at Terminal 1 or 2.
- Step 4** 每人可免費配送標準行李一件。  
One passenger can only enjoy one piece of luggage free of charge.
- Step 5** 14點前交寄當日19點前送到。  
Make sure to check your luggage before 14:00, luggage will arrive at hotels by 19:00 on the same day.

行李直送服務  
旅館訂房  
Free Luggage  
Delivery Hotel List

# The Challenges



Personal  
Data  
Protection  
Act



Mainly  
Group &  
package  
Tours



Infrastructure  
& Marketing  
of Tourist  
Sites



Collaboration  
of City &  
Airport





Thank you &  
See you in Taoyuan!

