

出國報告 (出國類別：會議)

第十屆機場區域永續發展國際研討會
10th 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：線上會議

出國期間：110年10月19-20日

報告日期：110年11月17日

一、 會議時間：2021 年 10 月 19 日 20:30—10 月 20 日 00:30

二、 會議方式：線上會議

三、 會議說明及重點摘錄：

1. 本會議由巴黎機場公司及大巴黎戴高樂機場地區聯盟(Paris CDG Alliance)於 2011 年發起，為國際各機場及機場城市開發單位之年度活動。2019 年第九屆會議於亞特蘭大舉行，職奉派出席，並擔任講者。2020 年國際新冠疫情嚴峻，原定於芬蘭赫爾辛基機場城市 Vantaa 舉行會議，延至今(2021)年以視訊方式於台灣時間 10 月 19 日晚間 20:30 至 10 月 20 日凌晨 00:30 舉行。
2. 本次會議出席單位包括巴黎機場公司、亞特蘭大航空城聯盟、北京大興機場城市開發公司、芬蘭 Vantaa 市長及市府團隊、大巴黎地區機場周邊各城市市長及代表、歐洲空中航行安全組織(Eurocontrol)、荷蘭史基浦機場地區開發公司、維也納機場，比利時列日(Liege)機場(營運以貨運為主)、智利聖地牙哥機場，以及機場城市研究學院等。
3. 在新冠肺炎肆虐下，航空相關產業首當其衝；本次會議特以”如何在後疫情時代如何打造更具韌性及成功的機場區域”(How to build more resilient & successful airport areas in a post-Covid world ?)為題，各主講者於會中分享疫後經濟復甦、人力資源分配，以及機場城市

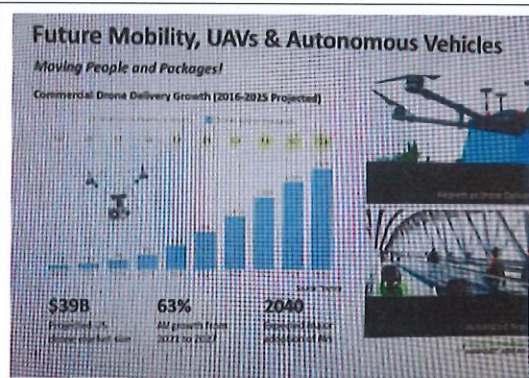
永續發展等相關經驗及規劃。各機場及周邊商業活動受困於新冠疫情，舉世皆然；而歐美及中國目前已逐漸恢復，各與會者對於未來發展都樂觀看待。因應疫情影響而改變之營運方式，如智慧化，需要與過去不同的人力資源，相關的訓練以及人資策略必須調整。而未來的機場城市發展，勢必在規劃期間就必須考量如本次新冠疫情之大型傳染病及天災所帶來之考驗，方能永續發展。

4. 會議剪影及說明

	
<p>會議主持人 Elisabeth le Masson (Paris CDG Alliance 主席)</p>	<p>Steven Moore (Eurocontrol)對疫情後歐洲航空業恢復至 2019 年水準之保守(2024 後)及樂觀(2023)評估</p>
	
<p>歐洲機場網路間交通至 2022 年可恢復 2019 年之 85%，2023 年可恢復至 90% 以上。變數仍多，時程可能延遲。</p>	<p>Chris le Tourneur (MXD, Vancouver)認為疫後至機場及周邊地區將以 Green, Smart, Flexible 為發展重點。數位護照，生物辨識等技術之需求下，機場提供智慧科技發展之試驗場域，並帶來可觀之新收入。</p>



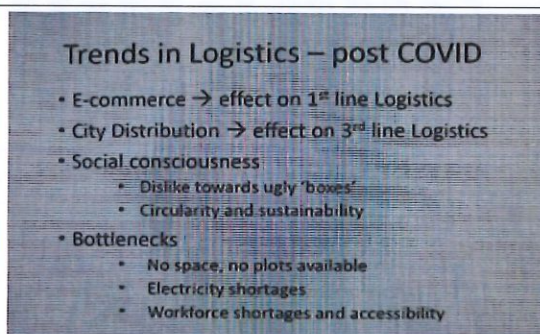
國際電商及物流產業在疫情期間一年半的成長，超過十年的累積。其中以中國成長最為迅速。



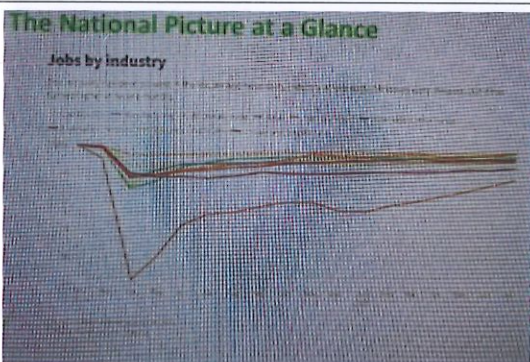
目前已有部分國家開始使用無人機這種深具未來性之載具運送貨品，甚至搭載旅客。預計於 2040 年將開始普及化。



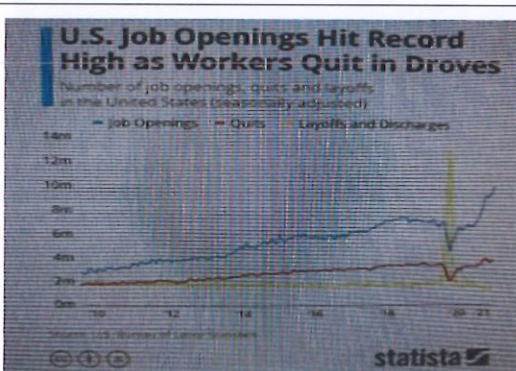
Pieter Van der Horst (Amsterdam SADC) 指出後疫情時代物流產業可能面臨過去布局全球的比重要調整兼顧區域發展，而針對醫藥用品運送比例增加也必須調整服務及設施。數位及自動化以提供更佳服務則是必須。對產業而言，面對運費高漲也必須考慮如何讓供應鏈多元化。



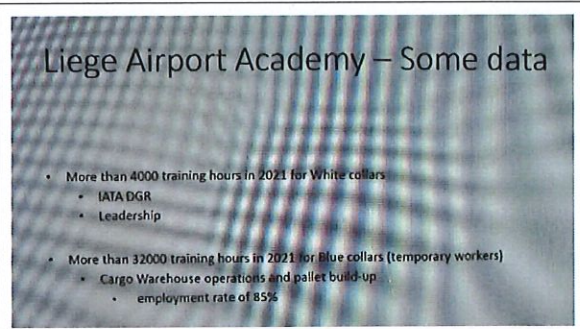
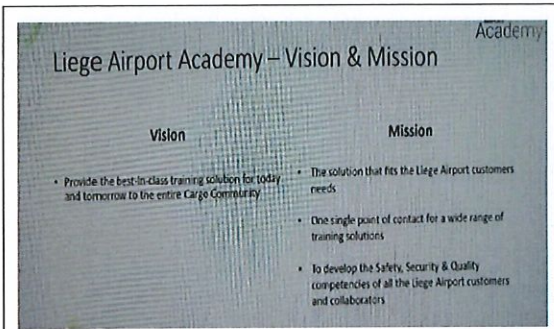
物流業在後疫情時代的發展，以電商的成長對物流業第一線的承攬業者，到第三線的城內配送的影響為最。從有礙觀瞻的箱子充斥，社會意識興起對於循環與永續的要求。然而物流業發展在空間用地，電力能源，以及人力的缺乏下，即使需求大增，仍面臨發展嚴重瓶頸。



Shannon James (Atlanta Aerotropolis Alliance)指出，新冠疫情對所有行業都造成影響，但以交通服務業為最。



疫情期間的大量裁員及離職潮，造成疫後的人工短缺，美國於 2021 年的職缺高達一千萬。



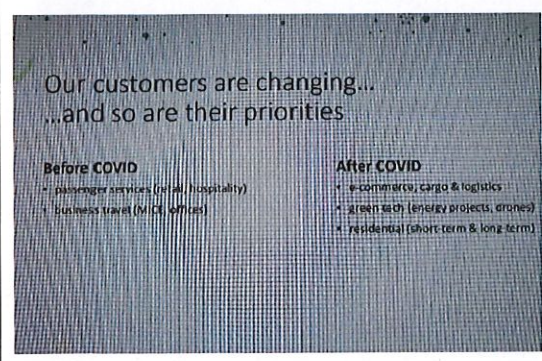
Isabelle Perin (Liege Airport)說明以貨運為主的比利時列日機場在疫情之下成立訓練學院，以期對目前及未來的貨運社群提供更佳解決方案。

學院於 2021 年規劃包含 IATA DGR 及領導力相關課程 4000 小時(白領階層)，以及倉儲營運與打盤等相關課程 32000 小時(藍領階層及臨時工)



Mark Deman (Paris CDG Alliance)說明如何為迅速復甦培力：準備調整區域內組織，以技術保持競爭力，建立部門間轉職機制，發展並提升區域內雇主品牌形象。

聯盟並致力於機場各單位之間的溝通，促使其接受訓練計畫；對內提供國際視野，對外和其他機場區域分享最佳範例。



Max Hirsh (Airport City Academy)以學界角度比較疫情前後航空產業的變化：原以旅客服務(銷售及接待)和商務旅行相關(會展及辦公空間)為主，在疫情發生後則面對電商，貨運及物流需求大增，綠色科技(綠能及無人機等)發展，與住宅需求的變化。

當顧客的需求改變時，我們也必須調整。打造成功的機場城市，必須與正確的夥伴組隊。


Demand post COVID

Airport areas: good location, more space and infrastructure ↔ Difference between Airport City and Aerotropolis

Nature of work

- Office demand ↑, demand will stay, but different
 - 50% at home, 50% at office
 - but everyone wants to be at home on Monday and Friday →
 - peak 30% and
 - people want more space than before: 100% compared to now
 - 1 HC and several hub locations as competition for working at home, at strategic locations to decrease commuting at Public Transport locations
- Logistic demand ↑, but difficult to build a community on Logistics (employees per m²)

Make places where people want to be, instead of have to be.




How to build resilient / attractive Airport Cities

Planning

Where do people want to be?

- places that are dynamic,
- that have different services and facilities,
- with good indoor and outdoor public spaces, sports, recreational,
- with business related events,
- but also fun-events,
- and break down places, like green / nature → good work life balance,
- fun and inspiring,
- connecting and meeting other inspirational people.



Pieter van der Horst (AIREA)認為在後疫情時代機場區域土地使用上，工作空間需求仍在，部分人員會在家工作，而對個人空間的需求會增加。如何將人員帶回辦公室，企業空間配置以一個總部加上數個適當位置之分部，以減少人員公共運輸將是趨勢。


而物流需求雖大量增加，以目前的土地使用密度，尚難滿足物流社群之建立。建議應打造人想去，而非只能去之處。

如何建立韌性受歡迎的機場城市？在計畫上必須思考民眾喜歡去哪裡。條件包括動態的，能提供不同服務與設施，優良的室內外公共空間可供運動娛樂，商業活動，提供可喘息空間如綠地，具有趣味及激發性，也能夠與其他具啟發性者產生連結等。

How to build resilient / attractive Airport Cities

Selling process and management

- The traditional way of developing is not suitable anymore: the selling / development process will not be plot for plot development but integration of the plots and functions asks for more collaboration or a (few) developer / investor who develops the whole area
- Management, after construction is done, of public area and plots / GF's will become an integrated part of the success of the area



H2 Roadmap for Paris Airports

The advent of the hydrogen aircraft is a technological revolution that is being prepared today on a territorial scale and requires the development of hydrogen airport ecosystems and use cases maturation.
Edward Akrwright, Deputy CEO Groupe ADP




過去的開發模式已經不適用。分區開發銷售無法滿足未來的需求，必須整合各區及功能需求，開發商者/投資者必須協調更深。而建設完成後的公共區域管理也是成功的開發案必須整合的部分。對於土地被徵收的居民，也必須有更多的溝通。

Yannael Billard (Group ADP)於會議結束前介紹巴黎機場為減少碳排放，對於氫能源使用之規劃試驗。

2020年起，法國開始準備飛行器使用氫能源，機場陸側及空側也必須開始規劃。第一步預計於2024-2025年開始機場運用案例及示範，第二步則於2035年前開始普及化。

<p>LH2 for Aircraft value Chain: Challenges to tackle from Production to Refueling</p> <p>The definition of the hydrogen supply chain will directly influence the design of airport infrastructure and lead to a broader definition of the territory.</p>	<p>H2 Hub Airport - call for expression of interest</p> <p>We are ready with our partners, to federate a unique ecosystem to make possible the progressive integration of hydrogen at Paris airports. Forward Al Wright, Deputy CEO Groupe ADP</p> <p>124 airports 219 applications 42 submissions 11 selected</p>
<p>這項變革將會帶動液態氫飛行器之產業鏈，從生產到補充都將面臨挑戰。對於機場設計將帶來直接影響，也對機場周邊區域產業生態帶來更大影響。</p>	<p>巴黎機場公司結合產官學界，新創團隊等，共同參與此氫能發展。</p>

四、建議：

1. 本次會議以新冠疫情後航空產業復甦以及機場城市發展之經驗及準備工作為研討主題，各會員機場及區域之挑戰因所在地區及政府政策不同而略有差異，惟在加強人員訓練，思考調整營運方式，以及強化航空物流產業在機場區域發展等想法一致。本公司對於疫後發展之準備，與此主流方向相同。
2. 本會為結合機場及機場區域開發，因應國際航空產業及國際物流業之發展趨勢而組成之國際網絡：本公司參與國際組織及會議，以機場營運為主；然目前正值桃園航空城進入開發階段，以及本公司第三航廈、貨運園區，以及未來第二自由貿易港區建設開發期，依機場園區綱要計畫指示，在 2040 之前因應旅客及貨運量的提升，除了基礎建設外，營運模式及與地方政府合作模式都面臨全新挑戰。本會議專家成員包括荷蘭史基浦機場地區開發公司，巴黎機場公司，

亞特蘭大航空城聯盟，以及北京大興機場城市開發公司與主辦者大巴黎機場地區聯盟等，其經驗值得作為本公司未來發展參考。

3. 本次會議首度與會之比利時列日機場為純貨運機場，目前已成立學院，針對航空物流人才提供專業訓練。未來本公司可透過 IATA 與本會議平台進行相關議題交流。
4. 本會議預定明(2022)年 10 月於芬蘭萬大市(Vantaa,赫爾辛基機場)舉辦實體會議，已列入年度出國計畫，屆時將依大會主題建議本公司出席人員，以利參與專業聯繫網絡。

Filter

☆ My agenda

Days

Oct 19, 2021

Oct 20, 2021

Tuesday October 19, 2021

10/19/2021

8:30 PM

8:35 PM

(Asia/Taipei)

Welcome and introduction to the seminar

Elisabeth Le Masson, Paris CDG Alliance, Chairman of the Sustainable Airport Areas International Seminar Commission

Léa Bodossian, Eurogeographics, Secretary General and Executive Director

10/19/2021

8:35 PM

9:00 PM

(Asia/Taipei)

Official opening

- Vantaa representative : Ritva Viljanen, Mayor of Vantaa
- Paris representatives : Jean-François Copé, Former Minister of the Budget, President of Communauté d'Agglomération Pays de Meaux and Mayor of Meaux ; Pascal Doll, President of Communauté d'Agglomération Roissy Pays de France and Mayor of Arnouville; Lionel Grotto, CEO of Choose Paris Region
- Atlanta representative : Shannon James, CEO of Atlanta Aerotropolis Alliance Inc.
- Beijing representative : Boming Luo, Deputy Director in charge of Beijing Daxing international Airport Economic Zone Administrative Committee

10/19/2021

9:00 PM

9:50 PM

(Asia/Taipei)

Panel I: Economic development, towards a new model?

Topic : airport areas have generally a high specialization index linked to the air transport industry. This specialization is an asset when the industry is booming vs a liability when air transport is in crisis. How to strengthen the resilience of the airport area economy

through diversification while keeping a strong link with the air transport industry?

03:00 – 03:35 pm : discussion

Moderators

Lea Bodossian and Elisabeth Le Masson

Speakers

- Eurocontrol: **Steven Moore**, Head of the ATM Network Operations Division
- Vancouver : **Chris le Tourneur**, CEO of MXD
- Beijing Daxing International Airport Economic Zone Administrative Committee :
Tianzhu Zhu, Assistant Director
- Amsterdam, SADC : **Pieter Van der Horst**, Project Director
- Paris CDG Alliance : **Franck Cannarozzo**, VP of Etablissement Public Territorial Paris
Terres d'Envol
- Atlanta Aerotropolis Alliance : **Shannon James**

03:35 – 03:50 pm : QnA session

10/19/2021

9:50 PM

10:40 PM

(Asia/Taipei)

Panel 2: Anticipating the HR for the upcoming recovery

Topic : companies belonging to the air transport industry have been obliged in order to survive the crisis, to massively layoff staff. They will have to recruit again when growth comes back. How to ensure the appropriate number of personnel will be available ? Furthermore, the skills and competencies needed in the industry, specially for jobs in the hospitality sector, will change in a post-covid world due to digitalization, new sanitary measures etc. How to take these evolutions into account in training programs in order to prepare the HR resources for the air transport industry rebound ?

03:50 – 04:25 : discussion

Moderators

Lea Bodossian and Elisabeth Le Masson

Speakers

- Atlanta Aerotropolis Alliance: **Robert Herrig**, Senior Project Manager
- Flughafen Wien AG: **Peter de Leeuw**, Director Airport City Development & Innovation
- Liege Airport: **Béatrice Barée**, HR Manager and **Isabelle Perin**, HR Business Partner
- Xiamen Airlines Northern Headquarters, Beijing: **Zhixia Wang**, HRD
- Santiago Nuevo Pudahuel: **Manuel Valencia**, Deputy Communications Manager
- Paris CDG Alliance: **Marc Deman**, Managing Director

10/19/2021

10:40 PM

11:30 PM

(Asia/Taipei)

Panel 3: How to build more resilient, attractive and hospitable airport cities?

Topic : airport areas and airport cities have been conceived and built as functional places for working, transferring and dwelling. The covid crisis combined with the environmental concerns induce new trends to be taken into account in urban planning:

- Decrease commuting by bringing closer together workplaces and living quarters.
- Transform workplaces into more friendly environments to attract workers as the industry rebounds, adapt housing programs to encourage working from home.
- Develop attractive public spaces for recreational purpose.

04:40 - 05:15 : discussion

Moderators

Lea Bodossian and Elisabeth Le Masson

Speakers

- Airport City Academy: **Max Hirsh**, Managing Director
- Beijing Daxing International Airport Economic Zone Administrative Committee: **Lingyu Cai**, Vice Director of Planning and Construction Department
- Vantaa Aviapolis: **Arja Lukin**, Project Director
- Groupe ADP, Paris: **Hubert Fontanel**, Real Estate Managing Director
- AIREA: **Pieter van der Horst**, Managing Director

05:15 - 05:30 : QnA session

10/19/2021

11:30 PM

12:00 AM

(Asia/Taipei)

Panel 4: The green airport and the hydrogen solution

Topic : the environmental constraints are increasingly pressurizing and modelling the air transport industry. The acceptability of its future developments is linked to its capacity to tackle with these constraints and put the "green airport concept" on track. Innovative projects such as hydrogen offer an opportunity to pursue growth in a sustainable way while creating potential positive externalities for airport areas.

05:30 – 05:45 : discussion

Moderator

Lea Bodossian and Elisabeth Le Masson

Speaker

- Groupe ADP: Yannaël Billard, Head of Departement for Environment and Energy, Sustainable Development and Public Affairs Division

05:45 – 06:00 : QnA session

Wednesday October 20, 2021

10/20/2021

12:00 AM

12:15 AM

(Asia/Taipei)

Official conclusion

- Academic perspective: Max Hirsh
- Wrap-up: Elisabeth Le Masson and Lea Bodossian
- Official closing

Partners



Roissy
Pays de
France
Communauté
d'Agglomération



SADC



Moderators



**Elisabeth LE MASSON, Chairman of the Sustainable Airport Areas International Seminar (SAAIS) Commission
Paris CDG Alliance, France**

Elisabeth Le Masson is Chairman of the SAAIS Commission since it was founded in 2011. Newly retired from Groupe ADP, in her 30+ years of working within the company she held numerous managerial positions from finance, to duty-free, to communication, to real estate and to operations. She was Chief of staff of the CEO from 2006 to 2007 and Delegate for Sustainable development for Paris – Charles de Gaulle and Paris-Le Bourget airports from 2007 to 2015.

More lately, she held from January 2016 to August 2021 the position of "Delegate for Economic Development and Employment" within the Sustainable Development and Public Affairs Division.

She was at the same time Member of the Board of Paris CDG Alliance in charge of the international promotion of Paris CDG Airport Area.

She has two diplomas from two prestigious French universities, HEC – Ecole des Hautes Etudes Commerciales (School of Higher Commercial Studies) and IEP-Institut d'Etudes Politiques de Paris (Paris Institute of Political Studies). She was awarded with the French Legion d'Honneur and is a French Foreign Trade Advisor.



Léa BODOSSIAN, Secretary General & Executive Director Eurogeographics, Belgium

Léa Bodossian is the Secretary General and Executive Director of EuroGeographics, the professional association of the mapping and cadastral agencies of Europe.

She has held a number of high-level representation, communication and management positions within the European Commission, within an EU Agency, and within the aviation sector. Her previous roles include Secretary General of the Airport Regions Council, and as such she has participated to most of the previous editions of SAA.

She holds Master's degrees in geography/urban planning and a Master's degree in political sciences – European affairs. She is also an invited lecturer for several universities and a sought-after conference moderator.

Officials



City of Vantaa, Finland

Ritva Viljanen has served as the Mayor of the City of Vantaa since March 2018. Before her mayorship, she has held several positions in public administration. She has worked as the Deputy Mayor of Education at the City of Helsinki, the Permanent Secretary at the Ministry of the Interior, Ministerial Adviser at the Ministry of Finance, Legislative Counselor at the Ministry of Justice, Ministerial Counselor at the Ministry of the Interior, the Director-General of the Population Register Centre, and as a Senior Advisor at the Finnish Innovation Fund Sitra. Mayor Viljanen is also involved in many committees, boards of directors, and foundations. She is currently, e.g., the Chair of the University Board at the University of Turku, and a Vice-President of the Executive Committee of Airport Regions Council. She is also a member in the working group of the Ministry of Finance focusing on future municipal policy measures, and in the Metropolitan Area politics cooperation group of the Finnish Government. In addition, she is a member of the Finnish High Court of Impeachment. As for her educational background, Mayor Viljanen is Master of Social Sciences (1981) and Master of Laws (1987). She has studied both her degrees at the University of Turku. Having lived in Vantaa for 39 years, Mayor Viljanen's vision of her home city is that Vantaa will be a vital city with excellent services, wide-ranging business activities and truly original city culture. She wants Vantaa to be well-known for its fair and responsible management.



Jean-François COPÉ, President of Communauté d'Agglomération Pays de Meaux, Mayor of Meaux and Lawyer at Stehlin law firm, former member of the French Government Communauté d'Agglomération Pays de Meaux, France

As President of Communauté d'Agglomération Pays de Meaux, Mayor of Meaux and Lawyer at Stehlin law firm, former Seine-et-Marne's county MP, Jean-François Copé was also a member of Government under President Chirac from 2002 to 2007, notably as Spokesperson of the Government, delegate Minister of the Interior and Minister for the Budget. He became Head of the Parliamentary majority in 2007 and then the President of the UMP party, the main French conservative party (2012-2014). Jean-François Copé has a particular interest in Artificial Intelligence. He has co-authored the book "*Would AI also kill democracy?*" with Laurent Alexandre. Jean-François Copé graduated from Sciences Po and ENA and was Associate Professor of Economics at Sciences Po and of Public Finances at Paris VIII University.



Pascal DOLL, President of Communauté d'Agglomération Roissy Pays de France, Mayor of Arnouville Communauté d'Agglomération Roissy Pays de France, France

Pascal Doll is the current President of Communauté d'Agglomération Roissy Pays de France since 2020. Within Communauté d'Agglomération Roissy Pays de France, he started in 2016 as VP in charge of Transport and Mobilities. Previously in 2008, he was VP in charge of video protection in Communauté d'Agglomération Val de France. Communauté d'Agglomération Roissy



Pays de France is located on Paris CDG Airport Area. His team is involved in economic development missions of the area and implements local and international projects.

In parallel, he is being strongly involved in the development of Arnouville City for more than 30 years, firstly as Municipal Counsellor from 1989 to 1998, then from 1998 to 2001 as Deputy Mayor in charge of town planning and then, from 2001 to 2015 as Deputy Mayor in charge of Finance. He is now since 2015 Mayor of Arnouville.



Lionel GROTTO, CEO
Choose Paris Region, France

Lionel Grotto was appointed CEO of Choose Paris Region in March 2018. Choose Paris Region is a non-profit agency that promotes the attractiveness of Paris Region on a national, regional and world scale. The Agency brings together all the actors in the region to offer international companies tailor-made services. The Agency supports them at every stage of their development. It acts as a catalyst for business and innovation and helps international businesses build long-lasting partnerships, draw up development plans, and strengthen their local presence in the Region. Lionel Grotto holds a Master's degree in engineering from the Ecole Polytechnique (2005), and a Master in Business Administration from the Ecole des Mines de Paris (2008). He is a member of the French Corps des Mines. He has worked in the public and private sectors with a strong international background and expertise in telecommunications and energy. In 2008 he is assistant project manager in the strategic planning department of the IT subsidiary of BNP Paribas (BNP Paribas Partners for Innovation, an IBM-BNPP joint-venture). In 2009 he joins the technical department of the Italian subsidiary of EDF Energies Nouvelles. In 2011, he joins the ARCEP, the French regulator of the electronic communications and postal sectors, as adviser and then deputy-head of the ultra-fast broadband upstream market unit. He is then rapporteur on a mission for the government on the transition to fibre optic networks and the switch-off of the copper local loop. In 2014 he joins the French Treasury as Financial counsellor at the French Embassy in Mexico, where he promotes France as a destination for investments. He is then in 2016 advisor for Economic Affairs, Competitiveness and Major projects to Valérie Pécresse, President of the Paris Region.



Boming LUO, Chairman
Beijing New Aerotropolis Holdings Co. Ltd, China

Boming Luo is Chairman at Beijing New Aerotropolis Holdings Co. Ltd (BNA) since 2012. He is also Vice General Manager of Beijing Yizhuang Investment Holdings Limited, one of the BNA's shareholders. Before he was the Director of Planning Bureau at Beijing Economic and Technological Development Area. He is an expert in urban planning. He has guided the work of urban planning, industrial planning and urban design of Beijing Daxing International Airport and created the first comprehensive developed index system which set standards for urban planning and construction management for airport economic zone in China.



**Steven MOORE, Steven Moore, Head of the ATM Network Operations Division
Eurocontrol, Belgium**

Steven joined EUROCONTROL as Head of the ATM Network Operations Division in 2020 working with his team to ensure the delay in Europe's air traffic network is kept to a minimum whilst pushing for the best trajectories possible. Prior to joining EUROCONTROL, Steven worked as Deputy General Manager for Swanwick Air Traffic Control Centre and in various other roles for the UK's air navigation service provider NATS for 24 years. Steven is an Air Traffic Controller by training.



**Frank CANNAROZZO, VP of "Paris Terres d'Envol", Seine-Saint-Denis County elected Representative and Second Deputy Mayor of Aulnay-sous-Bois
EPT Paris Terre d'Envol, France**

Frank Cannarozzo is elected in Aulnay-sous-Bois since 2001. As a Deputy Mayor from 2001 to 2008, he was in charge of urban security and environment as well as President of the association « Mission Ville » from 2003 to 2008 in charge of urban policy for mayor of Aulnay-sous-Bois. He is a specialist of municipal police, CCTV, mediation and geochronology of delinquency facts. 2nd Deputy Mayor since 2014 notably in charge of economy and business and President of the House of employment and the « Mission Locale » for employment of youth, he is also Vice President of the company « SEMAD » which manages real estate business in the city of Aulnay-sous-Bois, close to Paris CDG and Le Bourget airports.

As a Seine-Saint-Denis County elected Representative and Vice President of « Paris Terres d'Envol », he is in charge of community facilities, economic development and territorial marketing for the development of Paris CDG Airport Area. He is also a representative of the territory within Paris CDG Alliance board.



**Chris LE TOURNEUR, President & CEO
MXD Development Strategists, Canada**

Chris Le Tourneur has over 30 years of experience in Planning, Design, Land Economics and Airport Area Development. As President and CEO, Chris leads MXD Development Strategists (MXDdevelopment.com), an international planning and development consultancy. His project portfolio spans over 6 continents and 50 countries including in the Americas, Europe, Russia, Australia, Asia, India, Africa and the Middle East/MENA Region.

He has been at the leading edge of defining sustainable and resilient strategies for SMART Airport Development, Economic Strategies, Innovation Hubs, Non-Aeronautical Revenues, Airport Cities and Aerotropoli, through his involvement at International and Regional Airports. Chris has also led Airport Development projects in Australia, Ecuador, Brazil, China, Hungary, South Africa, KSA and Oman.

He helped evolve the Aerotropolis Atlanta Blueprint 1.0, the guiding framework to establish Aerotropolis Atlanta. He is now continuing his involvement on the recently initiated "Blueprint 2.0" strategy, to further advance Aerotropolis Atlanta towards implementation and action.

Over the past year, he has been actively assisting Airports and their regions with economic diversification and resiliency strategies in response to the COVID-19 pandemic. He has been at the forefront of planning for Technology, Alternative Mobility and E-Commerce Logistics development.

He has published various journal articles on the topics of "Airport Connected Development", "Airport Cities" and "Innovation", and chaired conferences around the world exploring these topics. He acts as a key facilitator bridging the "Airport World" together with the "Commercial, Economic Development and Innovation Worlds". As well as being an active participant of the Sustainable Airport Areas International Seminar (SAAIS), he is Chair of the SMART Airports & Regions Conferences. as well as Co-Chair of the Urban Land



**Shannon JAMES, President & CEO
Aerotropolis Atlanta Alliance, Inc, U.S.A.**

A native of Albany, GA, Shannon W. James Sr. received a full Men's Basketball scholarship to Valdosta State University. While in undergrad, he became Polemarch of Kappa Alpha Psi Fraternity, Inc and active member in Students in Free Enterprise. He would obtain his Bachelor of Business Administration in both Management & Marketing in 2004. Immediately post undergrad, he would begin his 15yr career in banking starting as a part-time teller and customer service representative. He would soon become the first African-American accepted into the Park Avenue Bank Management Trainee Program in 2005. Upon MTP graduation, he would be promoted to Jr. Commercial Lender in the Gwinnett County market and later Special Assets & OREO, Banking Officer during the great recession (2008-2011). In 2011, he accepted a position with SunTrust Bank as VP, Commercial Banking. He would be recognized in both 2012 and 2013 as a Platinum Performance Award Winner for the Diversified Commercial Division for both new commercial loan and deposit portfolio growth. He entered a new challenge in 2017, by accepting a role with Branch Banking & Trust as Vice President of Commercial Banking serving Middle Markets.

During this time, he would serve as Chairman of Investor/Finance Committee for Aerotropolis Atlanta Alliance (AeroATL) and Chief Financial Officer for South Fulton Chamber Of Commerce, where he received Board Member of the Year.

In 2018, AeroATL leadership would unanimously elect him as Chairman of the Board of Directors and later to his current role as President and CEO. He currently leads the non-profit mission to serve as a catalyst for regional economic competitiveness in the Aerotropolis area and vision of creating a world-class destination to live, learn, work and play. Under his leadership, the organization has created a 501(c)(3), received numerous awards and considered a change agent for the region. In 2021, he was honored by Atlanta Magazine as a Top 500 Leader in Metro Atlanta.

He currently serves as Secretary for ATL Airport Community Improvement Districts, Advisory Board Member for LISC Atlanta, Clayton State University.



Pieter VAN DER HORST, Project Director
SADC, The Netherlands

Pieter Van der Horst is an expert in airport city / aerotropolis development and in generating non-aviation revenues. He is the main consultant and Managing Director of AIREA, an Airport City development and consultancy firm and is project director at SADC, Schiphol Area Development Company, a company that develops business and mixed-use areas around Amsterdam Airport Schiphol. He is also co-owner of the Airport City Academy. In the past he worked for Schiphol Real Estate, a 100% subsidiary of the Schiphol Group. At Amsterdam Airport Schiphol he was responsible for the planning and development of the landside part of the airport (the Airport City), which includes a.o. the central area (Schiphol CBD) and the commercial Real Estate in this area. Before he started working for the Schiphol Group he was a.o. CEO of a development & construction company, financial advisor on several infrastructural projects and project manager of several building projects. After working for the Schiphol Group for more than 10 years, he became Chief Commercial & Development Officer at KIA Tehran Airport City and worked in this role for two years. The last 3 years Pieter has worked as a consultant on urban feasibility, strategic area development and commercial strategy studies, in most cases related to airport areas and adjacent municipalities and recently started working as project director for two area developments (one logistical area and one mixed-use area).

He has gained experience in real estate and area development, airport real estate, non-aviation revenues, airport city strategy development, business development, investment analysis & feasibility studies, regional economic development, urban economics, sustainable development, general management, SMART technologies, project directing, (airport) master planning and program management.

Pieter is a guest lecturer for a.o. ACI, PTE, SMART AIRPORTS, GTI, CAPA and UBM-Kasarda on courses about non-aviation revenues and speaks regularly about airport cities / aerotropoli and regional economic development.

He completed a Master of Science in Business and Urban Economics (University of Amsterdam), a Postdoc in Financial Management (Free University of Amsterdam) and a Master of Science in Real Estate with honors, cum laude (Amsterdam School of Real Estate).

Some important projects include Strategic Real Estate vision of Amsterdam Airport Schiphol, development of the central area of Amsterdam Airport Schiphol (Schiphol CBD), development visions for several areas in the airport area (MRO, Logistical, mixed-use areas), development of a high speed bus hub, including a canopy made up of an old WWII hangar, development of a General Aviation terminal, including commercial office space and development of two business locations in the Amsterdam Airport and Metropolitan Region (Logistical and Mixed Use).



Tianzhu ZHU, Assistant Director
Beijing Daxing International Airport Economic Zone
Administrative Committee, China

Tianzhu Zhu was graduated from Peking University with a Master's Degree in Business Administration. During his more than 20-years career, he was held senior positions in Marketing and airline customer service, planning and development, business marketing,



custom relationship management and terminal management in Beijing Capital International Airport. From 2014 to 2016, he worked for ICAO as the project management officer in Montreal. From 2017-2021, he joined in Beijing Daxing International Airport and worked on building hub network, designing air-ground transportation, increasing passenger throughput. From March 2021, he has joined Beijing Daxing International Airport Economic Zone Administrative Committee and serves as Assistant Director, in charge of promoting the industrial development and investment promotion related work.

Panel 2



**Peter DE LEEUW, Director Airport City Development & Innovation Flughafen Wien AG
Vienna Airport, Austria**

Peter De Leeuw has worked on the Airport City strategy and headed different Airport-City development teams in different projects at fast expanding Austrian airport Vienna International Airport since 2014. His role is to create the best possible future-proof environment for all companies on the airport site and for any new companies joining. Before joining Vienna International Airport, he was a self-employed consultant in corporate real estate while he also worked for many years in real estate consultancy for industrial and office developments. He is a Master of Science in Real Estate, graduating in 2008 from Donau University in Krems, Austria. In his free time he is jazz musician and plays the saxophone while he is also a keen golfer.



**Béatrice BARÉE, HR Manager
Liege Airport, Belgium**

With a proven track of more than 20 years in human resources in various industrial environments mainly within logistics and technology, she aims to support the goals and the challenges of Liege Airport by providing sustainable and optimal HR services and strategies in close collaboration with her team and in partnership with the management team and all company's stakeholders. Her core areas of expertise include Talent Acquisition, Talent and Career Development, HR projects and Reward management.



**Isabelle PERIN, HR Business Partner
Liege Airport, Belgium**

Isabelle Perin is leading several projects including the creation of Liege Airport Academy for the Liege Airport Cargo Community. With over 24 years of experience in the handling and logistic industry, she wants to support all Liege Airport customers by providing with Liege Airport Academy the best-in-class Training solutions.



Her core areas of expertise include People management, Lean Six sigma and Project Management



**Marc DEMAN, Managing Director
Paris CDG Alliance, France**

Marc Deman is Managing Director within Paris CDG Alliance. He has been working within the structure, which is an alliance of public and private organizations in charge of employment and training development within Paris CDG Airport Area since October 2013. The organization is also in charge of international promotion actions and territorial marketing to ease foreign investment within the area.

He formerly worked with different companies on different sectors (Bank, Finance and Informatics) as Human Resources Manager. He graduated a Master in Management in Skema Business School.



**Robert HERRIG, Senior Programme Manager
Aerotropolis Atlanta Alliance, Inc, U.S.A.**

Robert Herrig is the Senior Program Manager of the Aerotropolis Atlanta Alliance, a public-private partnership dedicated to bringing new jobs and capital investment to Atlanta's airport area. In this role, he oversees the implementation of projects driven by the community, economic and workforce development programs of the organization. As a brand ambassador of the Alliance, he works to garner community support through various marketing efforts, events, and by collaborating with local governments, organizations, individuals, and foundations.

He previously worked for the Atlanta Regional Commission's Community Development group. He is a founding executive board member of the Climate Reality Project Atlanta Chapter, a board member of the Georgia Planning Association, and sits on the advisory board for C.H.A.C.E. Village. He is a graduate of the University of Georgia and received his Master of Public Policy from Georgia State University's Andrew Young School of Policy Studies. A native of Atlanta, he currently resides in Atkins Park.



**Manuel VALENCIA, Deputy Manager of Communications
and Customer experience
Nuevo Pudahuel, Santiago's airport, Chile**

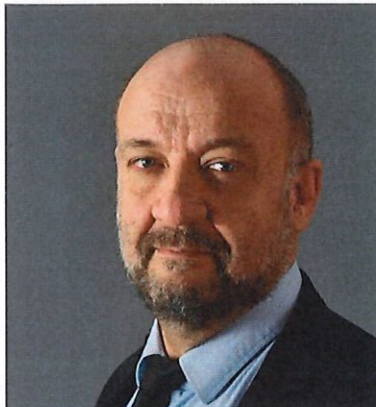
Manuel Valencia is the Deputy Manager of Communications and Customer experience from Nuevo Pudahuel, in Santiago's airport. He is a journalist and he has worked for the main newspapers in Chile where he specialized in environment, infrastructure, transport and urbanism. He also worked for the Chilean Government as head of communications in the Secretary of Transport where he designed a plan to impulse and boost social value of electric buses. As he started working in Nuevo Pudahuel, he has helped promoting the Green Airport Plan, that aims to link every action in Santiago's airport to efficiency, global warming, circular economy and the goal of becoming a net zero carbon emission airport by 2050.



Zhixia WANG, HR Manager
Xiamen Airlines Northern Headquarters, China

Zhixia Wang is HRD of Xiamen Airlines Northern Headquarters, and Director of Enterprise Talent Branch, China Human Resource Development Research Society, with qualifications of Senior Human Resources Manager and Psychological Consultant. She graduated from Xiamen University with a Bachelor degree of Law and a Master degree of Business Administration. She has rich experience in human resource strategic planning, organizational optimization and efficiency improvement, talent development and training, etc. In 2020, she was awarded "Outstanding Young Talent of Beijing Daxing District".

Panel 3



Hubert FONTANEL, Deputy Real Estate Director
Groupe ADP, France

Hubert Fontanel is Deputy Real Estate Director for Group ADP since 2006. He formerly worked for ADP Group as Project director for the new terminals E and S3 for Air France and Sky Team alliance (Paris CDG Airport), and for the French Ministry of Equipment and Transports as District chief of public works and studies in Paris Region. He has a diploma of Civil engineer from Ecole Nationale des Ponts et Chaussées and a MBA from College des Ingénieurs.



Arja LUKIN, Project Director
Airport City Aviapolis of Vantaa, Finland

Arja Lukin (M.Sc. Archit) is the Project Director of the Airport City Aviapolis, situated next to the Helsinki Airport, Finland. She has been in this role since 2016. She is an expert in airport related urbanism and in her visions Aviapolis turns into source of new activity, growth and prosperity – international and sustainable airport city at the at the green-route hub between Europe and Asia. Previously she has worked as the City Architect of Vantaa and as the Deputy City Architect of Espoo. She has held several positions of trust in the Finnish Association of Architects (SAFA).



Pieter VAN DER HORST, Project Director
SADC, The Netherlands

Pieter Van der Horst is an expert in airport city / aerotropolis development and in generating non-aviation revenues. He is the main consultant and Managing Director of AIREA, an Airport City development and consultancy firm and is project director at SADC, Schiphol Area Development Company, a company that develops business and mixed-use areas around Amsterdam Airport Schiphol. He is also co-owner of the Airport City Academy.



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strategic area development and commercial strategy studies, in most cases related to airport areas and adjacent municipalities and recently started working as project director for two area developments (one logistical area and one mixed-use area).

He has gained experience in real estate and area development, airport real estate, non-aviation revenues, airport city strategy development, business development, investment analysis & feasibility studies, regional economic development, urban economics, sustainable development, general management, SMART technologies, project directing, (airport) master planning and program management.

Pieter is a guest lecturer for a.o. ACI, PTE, SMART AIRPORTS, GTI, CAPA and UBM-Kasarda on courses about non-aviation revenues and speaks regularly about airport cities / aerotropoli and regional economic development.

He completed a Master of Science in Business and Urban Economics (University of Amsterdam), a Postdoc in Financial Management (Free University of Amsterdam) and a Master of Science in Real Estate with honors, cum laude (Amsterdam School of Real Estate).

Some important projects include Strategic Real Estate vision of Amsterdam Airport Schiphol, development of the central area of Amsterdam Airport Schiphol (Schiphol CBD), development visions for several areas in the airport area (MRO, Logistical, mixed-use areas), development of a high speed bus hub, including a canopy made up of an old WWII hangar, development of a General Aviation terminal, including commercial office space and development of two business locations in the Amsterdam Airport and Metropolitan



**Max HIRSH, Managing Director
Airport City Academy, The Netherlands**

Max Hirsh (PhD, Harvard) is Managing Director of the Airport City Academy and a leading global expert on airports and urban development. He pioneered the airport urbanism (AU) method: a customer-focused approach to developing airport real estate and planning the airport area. He provides thought leadership through the popular website airporturbanism.com, where he presents leading-edge strategies for tackling the key challenges facing airports today. Passionate about aviation, he works with airports, municipalities, developers, and design firms around the world to help shape the future of airports and the cities that they serve.

Drawing on 15 years of industry experience, he serves as technical advisor on a range of airport area development plans, ranging from landside improvement projects to large-scale regional masterplans. He is also a frequent workshop leader, expert witness, and course instructor.

Core areas of expertise include: concept development, visioning, and positioning; background analysis, benchmarking, and market demand studies; stakeholder engagement and alignment; competition tendering, procurement, and pre-market engagement; business development and investment attraction; governance, SPVs, and collaborative development models; sustainable airport area planning and design strategies; future trends and innovations in airport urbanism.



**Lingyu CAI, Vice Director of Planning and Construction Department
Beijing Daxing International Airport Economic Zone
Administrative Committee, China**

Lingyu Cai is the Vice Director of Planning and Construction Department of Beijing Daxing International Airport Economic Zone Administrative Committee. He was held the Manager of the planning and design department of Beijing New Aerotropolis Holdings Co., Ltd and Vice General Manager of Beijing New Aerotropolis Institute of Smart and Ecological Technology Company Ltd. He is in charge of the planning, design and sustainable development studies in Beijing Daxing International Airport Area, which includes land use planning, transportation planning, low carbon development planning, integrated solid waste management planning, construction of smart city operation center, comprehensive indicator system for the airport areas, and LEED for cities certification, and so forth.

Panel 4



**Yannael BILLARD, Head of Department for Environment and Energy, Sustainable Development and Public Affairs Division
Groupe ADP, France**

After 15 years of consulting in the field of energetic and environmental transition, Yannael Billard joined Group ADP as Head of Environment and Energy, in a double context of constant reinforcement of the environmental requirements of the sector and of the internationalization of the Group.

