

THE CHALLENGES ENCOUNTERED IN PRODUCING AN IDEAL AIRPORT AREA

1st WORKSHOP OF THE METROPOLIS INITIATIVE

« HOW CAN WE PRODUCE A SUSTAINABLE AIRPORT AREA ? »



NOVEMBER 2015
1.15.027



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D'AMÉNAGEMENT
ET D'URBANISME



The challenges encountered in producing an ideal airport area

1st WORKSHOP OF THE METROPOLIS INITIATIVE
“HOW CAN WE PRODUCE A SUSTAINABLE
AIRPORT AREA?”

November 2015

(Short version)

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Scheduling No.: 1.15.027

Acknowledgements: We would like to thank all of the participants in the 1st Workshop of the Metropolis Initiative “How can we produce a sustainable airport area?” for their contributions and for sharing their experience. This document is the fruit of collective work.

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Context of the Initiative

1 – The objectives of the Initiative

The Initiative “[How can we produce a sustainable airport area?](#)” proposes, by exchanging experiences, to identify and to transfer the good practices enabling public managers and local decision-takers to create or to develop their airport territories.

This will make it possible to build a common base of good practices in matters of sustainable planning and development, and of access to employment for airport areas, enabling the challenges and issues to be taken better into account in these territories, and enabling appropriate policies to be put in place, in particular in favour of the most fragile populations (young people and women).

The initiative also makes it possible to establish contacts and to work with other metropolises and to find out about the issues related to their airport areas, be they mature or developing. To ensure that the proposals put forward by the group are practical and feasible, the recommendations will be tested on an airport area site that is taking part in the initiative

For the participants, the transfer of experience and the exchange of perspectives enable them to become better acquainted with the various airport areas, and, more generally, to increase their training capacities, and to show the value of the initiatives led by each metropolis. More broadly, the exchanges will also feed into thinking about the prospects for urban development around airport areas up to the horizon of 2050 (in conjunction with Habitat III).

In the longer term, the aim is to improve the surroundings for the residents of airport areas, and to offer a more attractive environment for businesses.

2 – The leaders of the Initiative and the partners

Leaders of the Metropolis Initiative:

- Institut d'aménagement et d'urbanisme d'Ile-de-France IAU IdF (the Paris Region's urban planning and development office)
- the Conseil régional d'Ile-de-France (the Paris Region's Council)
- the Agence Régionale de Développement Paris Ile-de-France / Paris Region Entreprises

Other partners of the Metropolis Initiative:

- The association Hubstart Paris Region
- Orly International
- City of Atlanta
- Aéroports de Paris

3 – The schedule

1 st half of 2015	Identifying the participants and preparing a communications document about the initiative
26-27 October 2015	“Sustainable Airport Areas” Workshop in Paris. Presentations of the airport areas involved, and work on the concept of “sustainable airport areas”. Visits to the airport areas of Orly and of Roissy (Charles de Gaulle).
28 October 2015	5 th International Seminar on Sustainable Airport Areas: Special edition organised by Hubstart Paris for the 2015 Climate Change Conference (COP21) in Paris
1 st half of 2016	Workshop in a participating airport area
2 nd half of 2016	Assignment and workshop in an airport area that is preferably an emerging one and that is a member of Metropolis. Discussion on the progress of the project and testing of the identified recommendations for the studied airport area.
1 st half of 2017	Drafting of the good practice guide Optional: working session for finalising the guide in an airport area
XII th World Congress of Metropolis	Presentation of the results

Content of the workshop

1 – Programme and participants

A. Programme

WORKSHOP DAY 1 – MONDAY 26 OCTOBER – PARIS ORLY AIRPORT

Time	Place	Subject
9 a.m.	Paris Orly Airport (Orly Sud)	Welcome / Coffee
9:30 a.m.	<i>Le clos Saint Germain</i>	Work session (1/4): Presentation of the initiative Presentation of the participants Presentation of the method and program for the 2 days
11 a.m.		Coffee break
11:30 a.m.		Work sessions (2/4): - Presentation by the participants of the development models of their airport areas (critical analysis: strengths, weaknesses, opportunities, threats) - Discussion between the participants: on the basis of the case studies, what might the characteristics of a sustainable airport area be?
1 p.m.		Buffet lunch
2:30 p.m.		Departure on the business tour by bus around Paris Orly Airport Theme: connectivity, economic development, employment
5:30 p.m.	Paris Orly Airport	End of the business tour – Orly Sud Airport

Participants are free to dine where they wish

WORKSHOP DAY 2 – TUESDAY 27 OCTOBER – PARIS CDG AIRPORT

Time	Place	Subject
9 a.m.	Paris-CDG Airport <i>Hubstart</i> Center	Welcome / Coffee
9:30 a.m.		Work session (3/4): - Continuation of the presentations by the participants of the development models of their airport areas - Discussion between the participants: on the basis of the case studies, what might the characteristics of a sustainable airport area be? - Brainstorming session: Lessons to be learned, generalised applicability, work on the concept of SAAs, etc.
11 a.m.		Coffee break
11:30 a.m.		Work session (4/4): - Next stages: choosing a test airport area; main themes of the toolbox, etc.
1 p.m.		Buffet lunch
2:30 p.m.	Paris-CDG Airport	Departure on the business tour by bus around Paris-CDG Airport – in common with the seminar on sustainable airport areas organised by Hubstart Paris Region® Theme: Innovative initiatives for the environment
5:30 p.m.		End of the business tour

B. Participants

Some data about the participants in the first workshop of the initiative:

- 8 airport areas from 4 different regions of the world: Paris Charles-de-Gaulle, Paris Orly, Barcelona, Atlanta, Beijing, Shanghai, Incheon, and Guarulhos
- 31 international participants
- The profiles of the participants:
 - Local economic decision-takers, and technicians from relevant public and private entities of the airport areas: environment managers, asset managers, urban planners, territorial development project heads, other local officers, etc.
 - Local councillors: municipal councillor
 - Experts: consultants and PhD students



Credit: IAU idF, 2015

Consult the full list of participants in the workshop appended (Appendix 1)

2 – Objectives and method

A. Have the objectives been reached?

Main objectives	Results
To meet participants coming from the world over, and to become better acquainted with their airport areas	The workshop was well attended, with 31 international experts coming from 8 airport areas in 4 different regions of the world.
To work on the concept of “Sustainable Airport Areas”, based on a cross-cutting approach to economic development, to the environment, and to social development.	All three approaches were very much to the fore during the two working days (either during the presentations, or during the discussions).
To identify the main challenges for sustainable airport areas.	Through the presentations and discussions, it was possible to identify common challenges and specific challenges. A mind map was drawn up on the basis of the discussions. Interviews on the challenges with which each airport area is faced were recorded during the workshop and published on YouTube.

To reinforce the expertise of the participants and partners of the Initiative in terms of planning and development of sustainable airport areas (urban planning, governance, economic development and attractiveness, employment, training, etc.)

The participants assessed the exchanges held at the workshop positively. However, they emphasize that more time would have been necessary to discuss them and to work collectively.

The technical visits enabled the participants to see the airport areas of Roissy CDG and Orly.

B. Methodology

The best way of comparing, learning from and sharing experiences of planning and developing airport areas is to work together at participative workshops. The 1st workshop of this Initiative relating to sustainable airport areas offered the participants the opportunity of presenting their airport areas, of having exchanges with other players from airport areas across the world or with consultants, and of developing a cross-cutting approach to the territory around the airport.

With the aim of organizing days that were as participative as possible, the first workshop took place in the form of work sessions in the mornings and technical visits in the afternoons. During the work sessions, the participants presented their airport areas, and, after each presentation, each participant noted on 1 or 2 Post-it notes the challenges they had identified as being major during the presentation (1 Post-it note per challenge). The Post-it notes collected over the two work days were stuck to the boards and were the basis for the mind mapping work and for the discussion that took place on Tuesday 27 before lunch. The debate made it possible to highlight the main challenges facing sustainable airport areas, and most of those challenges were shared. A team of two people led the discussions and took notes.



Credit: Secretariat-General of Metropolis

During the technical visits to Orly and CDG, the participants were able to acquaint themselves with the configuration of those airport areas and with the main actions conducted for them to continue to be references for sustainability (a concept that is addressed to a large extent by the

Initiative and that comprises economic, environmental, and social aspects). To see such an action, the participants were able to visit the “*Recyclerie*” (recycling centre) known as “Les Portes de l’Essonne”, which is a space devoted to recovering, repairing, and selling objects and offering jobs and training for residents of the localities close to Orly Airport. At CDG Airport, the participants attended a presentation of the project for a geothermal heat network in Villepinte that will cover the needs of several thousand dwellings.



Crédit: Secrétariat général de Metropolis

A team-building session and a cocktail party took place on 27 October after the business tour of Roissy. Organised by Hubstart Paris Region, it was a joint activity with the speakers at the 5th International Seminar on Sustainable Airport Areas that was to be held the next day.



Credit: Secretariat-General of Metropolis

The main challenges encountered in producing a sustainable airport area

The collective work, based on the presentations by the participants and on a critical analysis by the group made it possible to identify a set of characteristics, and challenges that airport areas have to take up if they want to operate sustainably.

Although these challenges do not apply to all of the airport areas studied, they were identified collectively and they highlight the different features of a sustainable airport area, in the manner of a standard portrait (or of an ideal airport area).

They are presented here without any order of importance. They concern numerous and varied players, both public and private, and at all levels of the governance structures.

Introduction: What is meant by a “sustainable airport area”?

Before analysing the characteristic of an ideal/sustainable airport area, it is important to define what we mean by “airport area¹” and by “sustainable”.

By “airport area” we mean the territory around the airport, and in which the economic, social, and environmental development is related to the activity of the airport. There is no defined boundary, and the territory corresponds more to an area functioning with a particular rationale (or a territory of influence). Airport areas can thus cover territories of widely varying sizes (as can be observed through the presentations of the various speakers), but it is also possible to consider that these territories vary depending on the themes addressed.

The concept of sustainability is not to be seen here merely from an environmental standpoint, but rather it concerns all of the aspects that influence the capacity of the airport and of the airport area to develop over the long term. Thus, we naturally do address the issue of the environmental impacts of the airport and of the lifestyles of the residents and employees, but we also address the economic development of the territory and access to employment, and the issues of governance, social acceptability, redistribution, etc.

¹ This approach is based on the work of the Sustainable Airport Area Commission of Hubstart Paris Region, initiated in 2010-11.



Credit: IAU îdF, 2015

1 – Social inclusion

2 – Urban planning and development

3 – Mobility and accessibility

4 – Governance

5 – Actions in favour of the environment

6 – The role of the airport area in its region

7 – Vision and strategy

8 – Competitiveness

9 – Marketing

10 – Funding of the actions and of the strategies

Conclusion and next stages

Firstly, this workshop made it possible to start working together, and to create a base of knowledge shared by all of the participants, not only on the characteristics of the various airport areas, but also on the concept of “sustainable airport area” in all of its aspects. We have thus built a think framework, shared by all of the participants, that will make it possible to give a theoretical basis for the good practices guide, which will be the end product of this Initiative.

The work done together has enabled us to define 10 major themes or topics that represent challenges to enabling an airport area to develop sustainably.

- 1 - Social inclusion
- 2 - Urban planning and development
- 3 - Governance
- 4 - Mobility and accessibility
- 5 - Actions in favour of the environment
- 6 - The role of the airport area in its region
- 7 - Vision and strategy
- 8 - Competitiveness
- 9 - Marketing
- 10 - Funding of the actions and of the strategies

It is on these 10 themes that the rest of the work will be based: the work of drafting recommendations and identifying good practices.

The next stages are as follows:

- a **2nd workshop, during which we will work on recommendations** for airport areas. It will take place at the end of the first half of 2016.
- to prepare for this 2nd workshop, **all of the participants will work upstream on the recommendations. Each will choose 1 or 2 themes or sub-themes on which it will start working on recommendations and identifying good practices.** Naturally, this work can be done in groups.
- a **3rd workshop, during which we will test the recommendations *in situ*,** will be held in the 2nd half of 2016.

Participants are expected:

- To start to formulate the recommendations for more sustainable development of an airport area, based on the major themes and challenges identified during the 1st workshop and summarised in this report;
- To identify and select good practices that are appropriate and replicable; and
- To think about whether it would be opportune to host one of the next 2 workshops in its airport area.

Visit the official website: <http://metropolis.org/initiatives/sustainable-airport-areas>

Appendices

1 – List of participants in the workshop

2 – Main challenges encountered in producing a sustainable airport area

3 – Template for a good practice sheet

Appendix 1 – List of participants in the workshop

Title	Given Name	Surname	Official position	Name of the organisation
M.	Sergi	Alegre	Councilor	Metropolitan area of Barcelona
Mme.	Maÿlis	Berthod	Chef de projet	Conseil départemental du Val d'Oise
Ms.	Haiyan	Cai	Urban planner	Shanghai Pudong New Area Urban Planning & Design Institute
Mr.	Michael	Cheyne	Director asset management	Hartsfield Jackson Atlanta international airport
M.	Eric	De La Paillonne	Directeur	Hubstart Paris Region
M.	Hovic	Der Sarkissian	doctorant	université Paris Est
M.	Vincent	Gollain	Directeur de département Economie	IAU IdF
M.	Jacques	Grangé	Consultant	
Dr.	Stuart	Gulley	President	Woodward Academy
M.	Pierre-Ludovic	GUYMAR	Responsable juridique	UNION DES AEROPORTS FRANCAIS (UAF)
Mme.	Nicole	Hall	Administrator	Airport South CID
Dr.	Jae-Hyun	HAN	Director	The Korea Transport Institute
Mme.	Géraldine	HENRY-WATELLO	Chef de projets de développement territorial	Orly International
Mme.	Solène	Le Coz	Project manager for airport areas development	Conseil regional Île de France
Mme.	Elisabeth	Le Masson	Déléguee au développement durable - sud	Aéroports de Paris
Mme.	Sandra	Lignais	Directrice	Orly International
M.	Gerald	MacDowell	Executive director	Airport West Community Improvement District
M.	Al	Nash	Executive director	DEVELOPMENT AUTHORITY OF FULTON COUNTY GEORGIA, USA
M.	Marvin	Pougnnet	Chargé de mission	Conseil départemental du Val d'Oise
M.	Olivier	Quetard	Chargé de mission PDIE	Association pour le développement du pôle Orly Rungis - ADOR
Mme.	Fernanda	Rizzetto	International Relations Representative	Guarulhos City Hall
Ms.	Marion	Siegwald	Chargée de mission	Direction Grand Paris Est, Conseil départemental du Val d'Oise

M.	Jonathan	Tuley	Principal planner	Atlanta Regional Commission
Mrs	Divya	Vasudeva	Consultante	ENVISA
Mme.	Flor	Velarde	Planning Specialist, Redevelopment	Invest Atlanta
M.	Pierre	Vidailhet	Direction immobilière, responsable Aménagement	Aéroports de Paris
Mme.	Baoling	Wang	Vice Directrice Générale	Beijing New Aerotropolis Holding
Mr.	Xin	Yang	Vice Director General	Environmental Management Bureau of Shanghai Pudong New Area
Ms.	Mireia	Zapata	Project officer	Metropolis (Secretariat General)
Mme.	Pauline	Zeiger	chargée d'étude	IAU IdF

Appendix 2 – Main challenges encountered in producing a sustainable airport area



Credit: IAU îdF, 2015

Appendix 3 – Template for a good practice sheet

Good practice sheet

Context: the good practices presented will take abundant inspiration from the exchanges and lessons learnt in the work sessions. The aim is to be operational, and it should be possible for the good practices presented to be applied to the “test” airport area at the workshop in the 2nd half of 2016. For that purpose we have selected various criteria to help you in choosing the good practices to be presented:

- Initiative or action that is replicable, and can be applied in generalised manner to other airport areas
- Diversity of the themes in question (see logic tree)
- Initiative or action that concerns numerous beneficiaries (no micro-projects)
- Initiative or action that takes up major challenges (no anecdotic projects)

The themes can be found in the logic tree.

Name of the action

Theme	
Place	
Nature of the project leader	
Initial need and context	
Precise objectives of the action	
Beneficiary population	
Number of beneficiaries (approx)	
Steering of the action	
Detailed description of the action	
Schedule	
Human resources mobilised	
Partners	
Added value of the action	
Cost	
Source of funding	
Expected results	
Mode of monitoring/assessment	
Any difficulties encountered	



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