

Airport Expansion Project: The Case of Airport Authority Hong Kong



Source: Pexels (2019)

Background

Established in 1995, the Airport Authority Hong Kong (AAHK) is statutory body under the Hong Kong Government responsible for the operation and development of Hong Kong International Airport (HKIA) (AAHK, n.d.). Echoing the Outline Development Plan for Greater Bay Area, AAHK aims to transform HKIA to a much bigger entity from a city airport to an Airport City, capable of serving the region's growing demand for air transport and support the long-term economic development of Hong Kong (AAHK, 2020).

To reinforce Hong Kong's position as a major international aviation hub, AAHK launched the Three-Runway System (3RS) expansion project—one of the most ambitious airport infrastructure developments in Asia. The new third runway, designated 07L/25R, was completed and became operational on July 8, 2022, with Cathay Pacific Cargo flight CX3251 marking its first commercial landing. Following this, HKIA continued to operate two runways while reconfiguring the original north runway.

The full Three-Runway System, involving the operation of all three runways and supporting infrastructure, was officially commissioned on November 28, 2024. This major milestone increased HKIA's capacity to 120 million passengers and 10 million tonnes of cargo annually, ensuring its competitiveness on the global aviation stage (HKIA, 2024).

As part of its broader transformation strategy, AAHK is also spearheading the SKYCITY development project—a 25-hectare commercial complex located north of the airport island. Designed to be a world-class destination, SKYCITY features a dynamic mix of retail, dining, entertainment, hotels, and office space. The goal is to turn HKIA into a vibrant Airport City that caters not only to international travellers but also to local residents seeking lifestyle and leisure experiences (HKIA, n.d.).

Challenges

Despite the successful commissioning of the 3RS, the aviation industry continues to face significant manpower challenges. Many skilled workers laid off during the COVID-19 pandemic have not returned to the sector (Klisauskaite, 2023). According to industry estimates, the aviation sector faces a 40% labour shortage, and approximately 100,000 additional workers are needed to meet the full operational needs of the expanded airport (rthk.hk, 2023). Without addressing this issue, the full benefits of the 3RS may not be realized. AAHK and the Hong Kong government must urgently develop and implement strategies to attract and retain aviation talent.

Discussion Questions

1. How might the SKYCITY project enhance the experience for both local residents and international visitors?
2. What recruitment and retention strategies could AAHK and the government implement to address the aviation workforce shortage?
3. What challenges do you foresee for airlines as they adapt to the new infrastructure and operational capabilities provided by the 3RS and SKYCITY?
4. How can AAHK ensure that the development of the Airport City is sustainable and environmentally friendly?

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Keywords

- Airport management
- Labour shortage
- Airport operation
- Airport city
- International visitors
- Local residents

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机场扩建项目：香港机场管理局案例研究



Source: Pexels (2019)

背景

香港机场管理局成立于 1995 年，是香港政府辖下的法定机构，负责运营和发展香港国际机场(AAHK, n.d.)。为配合《粤港澳大湾区发展规划纲要》，机管局的目标是将香港国际机场从一个城市机场转型为一个规模大得多的实体——“机场城市”，以满足该地区日益增长的航空运输需求，并支持香港的长期经济发展(AAHK, 2020)。

为巩固香港作为主要国际航空枢纽的地位，机管局启动了“三跑道系统”扩建项目——这是亚洲最具雄心的机场基础设施发展项目之一。新的第三条跑道（编号 07L/25R）已于 2022 年 7 月 8 日竣工并投入运营，国泰航空货运航班 CX3251 成为其首次商业着陆。此后，香港国际机场在重新配置原有北跑道的同时，继续维持双跑道运作。

完整的三跑道系统，包括三条跑道的全部运营及配套基础设施，已于 2024 年 11 月 28 日正式启用。这一重要里程碑使香港国际机场的年客运和货运处理能力分别提升至 1.2 亿人次和 1000 万吨，确保了其在全球航空舞台上的竞争力(HKIA, 2024)。

作为其更广泛转型战略的一部分，机管局还在主导 SKYCITY 发展项目——这是一个位于机场岛北部、占地 25 公顷的商业综合体。航天城旨在打造一个世界级的目的地，融合了零售、餐饮、娱乐、酒店和办公空间的多元化业态。其目标是将香港国际机场转变为一个充满活力的“机场城市”，不仅服务于国际旅客，也为寻求生活方式和休闲体验的本地居民提供便利(HKIA, n.d.)。

挑战

尽管三跑道系统已成功启用，但航空业仍面临显著的人力资源挑战。许多在 COVID-19 疫情期间被裁员的熟练工人尚未重返该行业 (Klisauskaite, 2023)。根据行业估计，航空业面临 40% 的劳动力短缺，大约需要额外 10 万名工人才能满足扩建后机场的全部运营需求 (rthk.hk, 2023)。若不解决此问题，三跑道系统的全部效益可能无法实现。机管局和香港政府必须紧急制定并实施策略，以吸引和留住航空业人才。

讨论问题

1. SKYCITY 项目如何能提升本地居民和国际访客的体验？
2. 机管局和政府可实施哪些招聘和留任策略，以应对航空业劳动力短缺问题？
3. 随着航空公司适应三跑道系统和 SKYCITY 提供的新基础设施和运营能力，您预见到它们将面临哪些挑战？
4. 机管局如何能确保“机场城市”的发展是可持续和环保的？

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关键词

- 机场管理
- 劳动力短缺
- 机场运营
- 机场城市
- 国际访客
- 本地居民

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機場擴建項目：香港機場管理局案例研究



Source: Pexels (2019)

背景

香港機場管理局成立於 1995 年，是香港政府轄下的法定機構，負責運營和發展香港國際機場 (AAHK, n.d.)。為配合《粵港澳大灣區發展規劃綱要》，機管局的目標是將香港國際機場從一個城市機場轉型為一個規模大得多的實體——“機場城市”，以滿足該地區日益增長的航空運輸需求，並支持香港的長期經濟發展 (AAHK, 2020)。

為鞏固香港作為主要國際航空樞紐的地位，機管局啟動了“三跑道系統”擴建項目——這是亞洲最具雄心的機場基礎設施發展項目之一。新的第三條跑道（編號 07L/25R）已於 2022 年 7 月 8 日竣工並投入運營，國泰航空貨運航班 CX3251 成為其首次商業著陸。此後，香港國際機場在重新配置原有北跑道的同時，繼續維持雙跑道運作。

完整的三跑道系統，包括三條跑道的全部運營及配套基礎設施，已於 2024 年 11 月 28 日正式啟用。這一重要里程碑使香港國際機場的年客運和貨運處理能力分別提升至 1.2 億人次和 1000 萬公噸，確保了其在全球航空舞台上的競爭力 (HKIA, 2024)。

作為其更廣泛轉型戰略的一部分，機管局還在主導 SKYCITY 發展項目——這是一個位於機場島北部、佔地 25 公頃的商業綜合體。航天城旨在打造一個世界級的目的地，融合了零售、餐飲、娛樂、酒店和辦公空間的多元化業態。其目標是將香港國際機場轉變為一個充滿活力的“機場城市”，不僅服務於國際旅客，也為尋求生活方式和休閒體驗的本地居民提供便利 (HKIA, n.d.)。

挑戰

儘管三跑道系統已成功啟用，但航空業仍面臨顯著的人力資源挑戰。許多在 COVID-19 疫情期間被裁員的熟練工人尚未重返該行業 (Klisauskaite, 2023)。根據行業估計，航空業面臨 40% 的勞動力短缺，大約需要額外 10 萬名工人才能滿足擴建後機場的全部運營需求 (rthk.hk, 2023)。若不解決此問題，三跑道系統的全部效益可能無法實現。機管局和香港政府必須緊急制定並實施策略，以吸引和留住航空業人才。

討論問題

SKYCITY 項目如何能提升本地居民和國際訪客的體驗？

1. 機管局和政府可實施哪些招聘和留任策略，以應對航空業勞動力短缺問題？
2. 隨著航空公司適應三跑道系統和 SKYCITY 提供的新基礎設施和運營能力，您預見到它們將面臨哪些挑戰？
3. 機管局如何能確保“機場城市”的發展是可持續和環保的？

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關鍵詞

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- 勞動力短缺
- 機場運營
- 機場城市
- 國際訪客
- 本地居民

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