AIRPORT SUSTAINABILITY AND DEVELOPMENT OBJECTIVES

Figure 1.1  Developments in the Past Five Years
2 AIRPORT SUSTAINABILITY AND DEVELOPMENT OBJECTIVES

The Sustainability Policy and Vision of BAC provides a framework for the 2009 Master Plan and its Development Objectives.

BAC has adopted a global perspective on sustainability that reaches beyond a risk and compliance perspective. It is committed to the responsible development of an Airport City that meets the needs of present generations and is viewed with pride by future generations.

At the onset of the 21st century, groups as diverse as the United Nations and the World Economic Forum and many corporations, including those that manage world-class airports, have adopted sustainability as a strategic focus.

BAC has a similar mindset and the pursuit of excellence and leadership by example will drive its future sustainability strategies to 2029.

Four pillars of sustainability identified for airports underpin this Master Plan and its corporate strategies: economic, operational, environmental and social sustainability.

The BAC sustainability vision addresses each of these pillars.

BAC’s Sustainability Vision

To develop and manage a sustainable Airport City by:

• achieving strong financial returns for shareholders and generating regional wealth and employment;
• ensuring the correct balance of built and biodiversity values and the minimisation of adverse environmental impacts;
• ensuring safety and security, capacity for growth, business continuity and service excellence; and
• creating a business environment that values partnerships, people, quality of life and community engagement.

A range of sustainability goals to guide BAC in its planning and decision-making reflect this vision. The essence of these goals is outlined below.

2.1 Development Objectives for the 2009 Master Plan

BAC’s sustainability vision and goals have led to a suite of Development Objectives to address all four pillars of sustainability in this Master Plan.

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<tr>
<th>Economic Sustainability</th>
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<td>As a privatised airport, shareholder value creation is a primary driver of business decisions. By continuing to deliver strong financial results and investing in the future, the airport will boost regional wealth and employment. Pathways to achieve these goals are selective and timely growth, diverse revenue streams and efficient use of financial and operating resources. Innovation and continuous improvement in all activities also allow Brisbane Airport to build revenues and contribute to the region’s economy.</td>
<td>The safe, secure and continuous operation of the airport is both a goal and a necessity for the State’s leading aviation hub. For Brisbane Airport, business continuity is tied to maintaining regulatory compliance and ensuring that the necessary capacity and critical assets are available to operate and expand the airport. BAC strives to maintain excellence in service delivery in terminals and across the airport.</td>
<td>BAC shares local and global concerns about climate change and its impacts on the way we live and work. As a result, BAC is committed to an active response to the long-term impacts of climate change and minimising adverse environmental impacts of aviation and property development activities. To this end, BAC’s sustainability goals are to maximise energy, water and waste efficiencies, manage noise impacts, balance the built environment and biodiversity values and achieve best practice in urban and built design.</td>
<td>Corporate social responsibility, partnership building and a ‘win-win’ approach to business have been long-standing philosophies of BAC. Primary goals are to foster and respect diversity, promote health and safety on airport and a work life balance, improve airport amenities, access and connectivity and facilitate stakeholder engagement. BAC also values the creation and sharing of knowledge for the benefit of all stakeholders.</td>
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2.2 Economic Objectives

- Achieve sound corporate governance, planning and management.
- Ensure selective, profitable and timely commercial development.
- Contribute to regional economic wealth and employment generation.

Objective 1: Achieve sound corporate governance, planning and management

BAC is committed to responsible corporate governance and compliance, innovative and informed planning and sound business management and systems.

These principles have remained consistent over the lifecycle of previous Master Plans for Brisbane Airport and they are strong imperatives for BAC to grow shareholder value, and to fulfill sustainability objectives within the 2009 Master Plan.

To be transparent on its commitments and achievements, BAC will also begin public reporting on sustainability in this timeframe. As a result, shareholders, customers, financiers and credit rating agencies, Governments and the community will be provided with an informed analysis of sustainability issues on-airport and an overview of BAC’s strategies to manage those issues.

Objective 2: Ensure selective, profitable and timely aviation and commercial development

Selective and smart choices in business development are important to achieve profitability, but also to balance commercial aspirations with other sustainability goals. This objective builds upon BAC’s stated intent in the 2003 Master Plan ‘to generate economic benefit in concert with achieving environmental goals’.

While BAC is economically robust, global changes in the economy, the outlook for aviation and commercial property and the impacts of climate change must all be factored into long term planning. These factors are addressed in Chapter 5: Economic Significance.
Long-term trends in travel demand show growth, and recent forecasts suggest a doubling of domestic and international passengers at Brisbane Airport in the next 15 years. As the State’s largest airport for departing and arriving passengers and the primary airport for air cargo, Brisbane Airport will continue to improve the quality of its airline network linking SEQ with international hubs, destinations and business centres. BAC works closely with airlines to grow capacity (seats and flights) and to promote air cargo business on domestic and international routes. Building strong partnerships with airlines underpins the airport’s participation in a high quality aviation network.

Additional airport capacity provided through state-of-the-art terminals and the construction of the New Parallel Runway (NPR) are deliberate strategies to accommodate future aviation growth. World-class retail environments will complement the travel experience, providing a further boost to the airport’s retail business and real consumption figures in the region. A responsible strategy to ensure adequate transport options and commercial car parking for visitors to the airport is a necessary adjunct to these developments.

Complementing BAC’s pursuit of aviation and aviation-related development opportunities is its continued exploration of commercial opportunities. As a private sector airport operator, BAC must capitalise on new commercial opportunities and achieve the selective and timely development of the airport’s extensive land bank over the period of its lease. BAC is progressively designing and marketing nine quality precincts targeting specific industry segments.

This strategy remains a high priority to achieve sustained growth in shareholder value and a buoyant regional economy. However, BAC will maintain its preference for tenants and partners that demonstrate clear synergies with the Airport City vision.

Objective 3: Contribute to regional economic wealth and employment generation

Generating economic growth was a development objective in the 2003 Master Plan and it is a primary objective in this Plan. With major capital investments including the expanded domestic and international terminals, the planned NPR, the Northern Access Road Project (NARP) and commercial property ventures, Brisbane Airport will remain at the forefront of regional growth for the next 20 years.

While national and state economic contributions accrue from a busy, metropolitan airport linked to national and international hubs, Brisbane Airport’s most direct impacts will continue to be felt in the Brisbane-Moreton regional economy. Locally, sustained growth in real output, real consumption and employment will occur as a direct result of implementing the 2009 Master Plan.

New and expanded industries and diverse employment opportunities will emerge as a by-product of Brisbane Airport’s progression towards an Airport City. In particular, jobs in tourism are set to grow as the airport increases its connectivity within the global aviation network, gains access to more destinations and secures more frequent flights.

Job opportunities in aviation and logistics industries will also grow as clusters of excellence emerge at Brisbane Airport in air freight export and import, aviation maintenance, repair and overhaul, aviation education and related service industries.
2.3 Operational Objectives

- Facilitate the safe and secure movement of people, freight and aircraft.
- Ensure the timely delivery of new and improved airport capacity.
- Deliver innovative, efficient and continuous airport services.

Objective 1: Facilitate the safe and secure movement of people, freight and aircraft

The safety and security of people, freight and aircraft at Brisbane Airport remains a fundamental priority within the 2009 Master Plan. This objective is central to the continuity and compliance of airport operations and to the airport’s financial success and reputation.

A safe and secure airport is essential to attract airlines, to grow passenger numbers, stimulate cargo and logistics business and to ensure passenger and community confidence. The protection of aircraft (both airside and in surrounding air space) is critical, but ensuring the safety of people at work, is also vital as the airport expands.

Notably, BAC provides facilities and access for essential services such as police, medical, fire and emergency management services on-airport, not unlike those needed to service a small city.

The maintenance of air safety standards and compliance through responsible terminal and airfield design and stringent operating procedures are addressed in the Master Plan and in BAC’s supporting implementation strategies. To achieve compliance and confidence in airside operations and safety, BAC works closely with the Civil Aviation Safety Authority (CASA), Airservices Australia (ASA), Government departments and agencies and the aviation industry.

A ‘whole of airport’ focus is adopted in planning and managing Brisbane Airport’s security and emergency services. Risk assessment, innovation, continuous improvements and communication with stakeholders are important steps in designing facilities and processes to meet security obligations e.g. access control, passenger screening, incident response and recovery plans and critical infrastructure protection.

Brisbane Airport strives for and achieves a high level of compliance in safety and security. However, even greater vigilance will be required in the future as airports face potential new or heightened risks, and Brisbane Airport’s facilities, flights, employment and freight continue to expand. To address this challenge, BAC is engaged in research that will ensure it remains at the cutting edge of new security technologies. BAC will also work with its industry and Government partners to maintain airside safety standards and to explore flexible, risk-based security measures.
Objective 2: Ensure the timely delivery of new and improved airport capacity

This development objective aligns closely with BAC’s previously stated objective of ‘meeting future capacity needs’. The intent in this 2009 Master Plan is to continue to increase airport capacity by investing in an integrated and carefully staged program of development for airfields (runways, taxiways and aprons), terminals, buildings and supporting facilities and infrastructure.

Nurturing and increasing the productivity of partnerships with the Queensland Government and Brisbane City Council (BCC), who are engaged in capacity delivery on the airport perimeters as well as the broader regional network, is a priority so that all parties make timely, integrated and appropriate investments in regional systems and support.

Since the 2003 Master Plan, a range of shared forums on infrastructure and capacity provision have paved the way for more productive communication on SEQ infrastructure development. Awareness of the interface between capacity provision on and off the airport is both a current and future priority.

Availability of critical assets to operate the airport and meet the demands of aviation and regional growth is essential. For BAC, achieving sustainable and responsible growth on-airport means ensuring that new and improved operating capacity is available to maintain business continuity and satisfy demand. However, identifying ways to maximise the airport’s current capacity is also important.

A consistent and sustained asset maintenance program, the use of new technologies and continuous improvement in processes and front-line skills, allows BAC to more effectively manage the pace of growth on-airport.

Objective 3: Deliver innovative, efficient and continuous airport services

This objective builds upon that stated in the 2003 Master Plan to ‘improve the quality of services’. Quality, efficiency and innovation jointly impact on how the airport will perform as a service provider. Here, the experience and perception of airport customers continue to be important indicators. A convenient, safe and enjoyable journey for passengers and the efficient transit of freight through Brisbane Airport are key outcomes of smooth facilitation processes in the terminals.

The provision of adequate terminal capacity is vital to accommodate a growing number of airline arrivals and departures, along with more efficient processes for check-in, baggage handling, security, customs, quarantine and immigration. Close relationships with the airlines, ground support providers, border agencies and the Australian Federal Police (AFP) are vital to achieve these goals.

Within this Master Plan, innovation and continuous improvements in terminal and airfield design, additional terminal space, improved processes and people skills and increased automation are intended to achieve stakeholder satisfaction with services. World-class systems and technologies will help to facilitate aircraft arrivals and departures in 24/7 operations and streamline passenger processing, freight and baggage handling.

The benefits of these innovations at Brisbane Airport are twofold: airline and logistics partners achieve greater process and cost efficiencies, and passengers enjoy more ‘dwell’ time for shopping and relaxation in the terminals and precincts. Supplementing the services offered inside the terminals is a range of new facilities in emerging precincts across the airport. Facilities to cater for medical and childcare needs, banking, leisure and recreation, are all adding to the overall service experience of those who visit or work on airport.
2.4 Environmental Objectives

- Develop a proactive response to climate change.
- Minimise adverse environmental impacts.
- Achieve a balance of built environment and biodiversity values.

Objective 1: Develop a proactive response to climate change

Globally, climate change is a major environmental issue for the aviation sector. The reality and long-term effects of climate change have gained momentum since the 2003 Master Plan and hence, it is a new and significant focus in the 2009 Master Plan.

In addressing the climate change challenge, BAC is committed to an active and cooperative role, alongside other Australian airports, to develop a national aviation response to climate change and airport-specific mitigation strategies.

At Brisbane Airport, BAC aims to reduce those emissions for which it is directly responsible, and to work towards reducing the indirect effects of its activities, while working with other parties to explore ways of reducing emissions that are beyond BAC’s control.

A long-term strategy that involves leadership, mitigation and adaptation to climate change is an integral part of planning for a sustainable Airport City.
Objective 2: Minimise adverse environmental impacts

The 2009 Master Plan, supported by the 2009 Airport Environment Strategy (AES), demonstrates BAC’s commitment to a reduced environmental footprint, accountability for sustainable resource use and preservation of biodiversity values.

The 2009 Master Plan highlights an ongoing program for the management of energy, water, waste, noise and biodiversity.

Ultimately, it is the level of success in reducing the use of non-renewable resources, identifying alternative sources, recycling, noise and biodiversity management, that will have the greatest effect on BAC’s environmental footprint.

To minimise adverse environmental impacts, but allow for responsible and considered growth, a wide range of initiatives feature in the 2009 AES.

Objective 3: Achieve a balance of built environment and biodiversity values

Awareness of the overall balance of built and natural environments is paramount in ensuring that on-airport precincts achieve positive environmental and aesthetic outcomes, but also fulfill commercial and operational goals.

Consideration of the most appropriate locations and densities for development and an urban open space strategy are high priorities for Brisbane Airport to achieve this goal. While balancing built and natural environments is a new objective in the 2009 Master Plan, it is in line with BAC’s 2003 objective of ‘balancing economic benefit and environmental impact’.

BAC has established a Biodiversity Zone within the boundaries of Brisbane Airport. The Biodiversity Zone was derived from comprehensive flora and fauna studies conducted over a three-year period from 2002 - 2005.

The purpose of the zone is to ensure that biodiversity values are maintained across the site so that a balance between built and natural environments is achieved. The Biodiversity Zone contains a number of species such as the Lewins Rail and Red Belly Black snake.

The Biodiversity Zone will be actively managed to protect significant species and habitats. BAC is also exploring the feasibility of a public trail to view the Biodiversity Zone. However, the protection of biodiversity values is paramount in evaluating these public access opportunities.

Further information on environmental strategies and initiatives are outlined in Chapter 9: Environmental Management.
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2.5 Social Objectives

- Build stakeholder engagement and partnerships.
- Grow and share knowledge with stakeholders.
- Maximise Airport accessibility and connectivity.

Objective 1: Build stakeholder engagement and partnerships

Expectations of social responsibility by corporations including airports are a further driver of sustainability. For BAC, social responsibility refers to public accountability and an ongoing dialogue with shareholders, Government employees, business partners, customers and the community. It also embraces sponsorships and philanthropic activities. In developing and implementing the Master Plan, the engagement of all interested and affected stakeholders remains a high priority.

For this reason, BAC has included stakeholder engagement as a formal Development Objective within the 2009 Master Plan. This objective aligns with regulatory requirements for public consultation about the Master Plan outlined further in Chapter 13: Community and Stakeholder Engagement. But is also intended to ensure stakeholder input to airport activities over the timeframe of this Plan.

On-airport, BAC’s long-term goal is to create a sense of community and quality of life by fostering close linkages between those who work in different precincts. Valuable social connections can be promoted by smart precinct design, friendly amenities and open space, as highlighted in this Master Plan. However, regular communication and shared business and social forums also play a role in forging these connections. Tenant communication and feedback, newsletters and special events continue to assist BAC in sharing and gaining input to the Airport City vision and Master Plan.

Off-airport, a meaningful dialogue with neighbours is just as important, and community forums are regularly held throughout Brisbane. BAC also strives to build inclusive relationships with neighbouring communities about aviation and property developments on-airport.

At a regional level, BAC remains committed to teamwork and a positive dialogue with local and State Government partners concerning regional infrastructure needs and related progress. These relationships are enhanced through BAC’s involvement in the Australia TradeCoast initiative that also involves BCC, the Queensland State Government and the Port of Brisbane Corporation.

This team approach will become even more critical as Brisbane and SEQ continue to grow, demanding further improvements in transport systems and infrastructure. At the Federal Government level, BAC will make a high level contribution to the national aviation policy process shaping the future of Australian airports and will retain its close ties and communication on traditional and new areas of compliance.
Objective 2: Grow and share knowledge with stakeholders

At BAC, priority is given to building knowledge and ideas about airport development, creating professional development opportunities for staff and the airport business community, and exploring the airport’s interface with surrounding communities.

Close relationships with aviation and Government partners and other leading airports in Australia and overseas have been established since the 2003 Master Plan to share ideas and research opportunities.

In particular, BAC’s collaborative partnership with universities has driven a suite of projects that have progressively informed planning and management and the content of the 2009 Master Plan. Accordingly, knowledge building is a new Development Objective within this Master Plan.

In the future, new ways of building skills across the aviation sector are anticipated. However, BAC also maintains its active role in the Tourism and Transport Forum (TTF), the Australian Airports Association and a range of other forums to inform its long-term planning.

Objective 3: Maximise airport accessibility and connectivity

Ease of access to Brisbane Airport and a high level of connectivity within the airport are essential to its success as a regional economic engine and to fulfill its social responsibilities. This is a new and important Development Objective within the 2009 Master Plan.

BAC values teamwork with Government, business partners and the community to maximise airport accessibility. An integrated public transport system, an improved road network (including the interface of airport roads with adjacent suburbs), adequate car park capacity, cycle paths, courtesy buses and pedestrian facilities, jointly shape the vision for the airport’s surface transport.

Safe and convenient walkways and appropriate public car parking in close proximity to terminals and buildings are vital inclusions in this Master Plan.

Continued development of appropriate road capacity and inter-connecting transport networks at the airport boundaries are important adjuncts to BAC’s on-airport transport strategy.

During the implementation phase of the 2009 Master Plan, a much improved interface between the airport and surrounding roadways will occur because of the opening of the NARP and the Gateway Upgrade Project (GUP).

BAC anticipates that a third Airtrain station will be located close to the Airport Village with more services to and from the airport and an increased number of coach services with better connections between coach and train. When realised, this station will promote greater use of public transport.

A cycle path network with good linkages to surrounding suburbs is a further sustainability initiative that will give the community improved access to the airport for work, travel and recreation. BAC’s long-term goal is to achieve more balanced use of public and vehicular transport and ease of access to all airport precincts. The 2009 Master Plan articulates BAC’s strategy towards that goal.