

Addison Airport Strategic Plan Executive Summary

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Executive Summary

Addison Airport is the single most valuable asset owned by the Town of Addison and its citizens. As such, it is essential that the airport be operated and developed with the interests of its citizen-owners at the forefront to facilitate economic development for the region. It is also part of a unique community, and its future development must reflect the values – including the aesthetic values – as well as the goals and aspirations of citizens of Addison and the City Council representing those citizens.

The purpose of this Strategic Plan is to establish broad policy goals for the development of Addison Airport through the next 20 years and beyond. The plan is not an airport “road map”; it is meant to provide guidelines and context for making decisions regarding future development.

Some Airport History

Addison Airport was established in 1957 by a group of private investors and run as a private business enterprise until it was acquired by the Town of Addison (with FAA assistance) in 1976. From 1976 through December 31, 2000, the airport was managed and operated by Addison Airport of Texas, Inc. (AATI). AATI was owned by Henry Stuart, who was the Airport Manager recruited by the airport's original owners in 1957.

On January 1, 2001, management and operations of the airport were contracted by the Town to the Washington Staubach Addison Airport Joint Venture (WSAAV), a joint venture of Washington Group International and Staubach Airport Management, Inc. WSAAV operated the airport on behalf of the Town through September 30, 2010 when the old contract expired and management responsibility passed to URS and SAMI Management, Inc. (successor companies of the WSAAV joint venture partners) under two new, separate contracts. Under the new agreements, URS provides overall management, operations, and maintenance services while SAMI Management, Inc. handles real estate services.

At its grand opening ceremonies, Addison Airport was marketed as “the World’s Largest Exclusively Executive Airport”; the airport has been focused on serving business aviation throughout its 55+ years of operation. While business aviation has been the primary focus at Addison, other aviation uses are also welcomed and accommodated.

Addison Airport's Role in the National Airspace System

Addison is a General Aviation (GA) airport and an FAA-designated Reliever for the region's two commercial service airports, Dallas–Fort Worth International (DFW) and Dallas Love Field (DAL). Addison also resides in the very top tier of GA airports in the country – a position confirmed by the FAA's recently-released "ASSET" study, in which Addison was recognized as one of only 84 "National" GA airports among more than 3,000 GA airports in the national airport system plan. Addison is the pre-eminent GA Reliever airport in the State of Texas.

Throughout its life, Addison Airport has always been financially self-sufficient. Moreover, it currently contributes in excess of \$1 Million annually to the Town's General Fund through taxes on building improvements and business property (aircraft) based at the airport. The airport also contributes significantly to economic growth and development in the region: a 2011 study concluded that Addison Airport supports 2,340 jobs and has an annual economic impact of \$370 Million.

A Guide for Development

This Strategic Plan is a guide for the next 20 years as Addison seeks to build on the already-considerable success of its airport. The Strategic Plan recognizes and confirms Addison Airport's status as one of the top GA Relievers in the country as well as its economic value to the North Dallas region. Key elements of the Strategic Plan are the Value Proposition, Vision Statement, and Goals. The plan also identifies strategies and tactics to explain the "how" behind achieving those goals.

The Town of Addison's Value Proposition for Addison Airport is to exemplify the general aviation industry's "best business practices", maintaining consistency with the Town of Addison's own "best product" value proposition emphasizing innovation and creativity. Addison Airport will provide services to its customers, prospective customers, and stakeholders that will be clearly recognized as of such quality that they will be willing to pay a premium for those services, if necessary. Addison Airport will not always be the lowest price service provider, but it will provide services of such a quality that customers will ask for it by name.

Thus, the Town's Value Proposition directive for Addison Airport is:

Best Product – to be an industry-leading Reliever airport serving the needs of aviation commerce and general aviation.

The Town's aspiration for the airport, or Vision Statement, is an adaptation of the Town of Addison's corporate vision statement:

To be a safe, thriving General Aviation Airport that delivers the "Addison Way" with superior services, an attractive appearance and enhanced sense of community, offering a high-quality experience for tenants, businesses, visitors, and all stakeholders. Addison Airport will lead the way in creativity, innovation, and environmental and fiscal responsibility within a culture of excellence and regard for others.

The Town's three primary goals for the airport are:

Goal 1: Continue to enhance the airport's overall value for the benefit of stakeholders

Goal 2: Fully integrate the airport with the Town of Addison

Goal 3: Continue to promote industry-leading practices in all aspects of airport management, development, operations, and maintenance

Section 4 of the Strategic plan outlines the strategies and tactics that will be employed to achieve these goals. Section 5 addresses policy implementation issues, specifically how the plan is intended to be applied, action time frames for pursuit of various tactics identified in Section 4, and provisions for periodic review and update of the Strategic Plan. The Strategic Plan concludes with Findings and Recommendations in Section 6.

Issues addressed in the Findings and Recommendations include: airport certification status (confirming the intent to continue as a GA Reliever); financial planning (necessary to support airport improvements and redevelopment); economic development (using the airport to support and promote economic development not just for Addison, but also including neighboring communities in the North Dallas region); airport redevelopment, land use, infrastructure, and aesthetics; land acquisition strategies (acquiring additional land to protect and expand the airport); "airport-community interface" considerations (building and maintaining support for the airport in the surrounding communities); new accommodations for small aircraft; aviation fueling (addressing another issue of concern to the light aircraft market); and finally, updating the Airport Master Plan.

In summary, this Strategic Plan outlines broad policies and goals for maintaining and enhancing the value of Addison Airport for the benefit of all of its stakeholders, but particularly for the benefit of its citizen owners.