

### 3. Organizational Tenets

#### 3.1 Value Proposition

An organization's value proposition is, after in-depth analysis, its proclamation of the benefits, costs, and value it believes it can deliver to its customers, prospective customers, and stakeholders within and outside the organization.

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 often be the lowest-price service provider, but it will provide services of such 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.*

#### 3.2 Vision Statement

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.*

#### 3.3 The Vision for the Future

The value proposition and vision statement are the organizational tenets upon which the vision for the future of Addison Airport is predicated. How is this interpreted and translated into a vision for the future of Addison Airport? What does this mean in terms of what the airport is expected to look like in 20 years? While the airport will continue to accommodate a broad spectrum of general aviation users, the airport will maintain its long-established primary focus on business aviation. Ideally, the Addison Airport of

the future will be an integral part of the Town of Addison, with a focus on public safety and consistent, high aesthetic standards for buildings, landscaping, and signage, and superior services. The team’s consensus was that when you are in Addison – be it at the Airport or anywhere else in Town – you will know you are in Addison; there will be a strong sense of place, supported by a welcoming culture.



Above and Below: Conceptual illustrations with distinctive design elements that would make Addison Airport uniquely and immediately recognizable from the airside.



The images and descriptions in this vision for the future of Addison Airport are mainly aspirational, examples of what could be done and not necessarily what will be done. In this context, it is important to understand how airport development projects are typically accomplished.

Generally, the airport builds, maintains, and improves common-use infrastructure: particularly the runway, taxiways, certain navigational aids, airfield lighting and guidance signs, and perimeter fencing and access controls, but also including water, sanitary sewer, and storm drainage utilities, as well as streets for landside access. Whenever possible, the airport leverages its own capital investments with grant funding obtained from FAA, TX-DOT and any other sources that may be available. The airport usually does not build hangar facilities or the associated aircraft parking ramps, shop



and office spaces, and automobile parking areas. That type of development is customarily done using private funding, most often in the context of a ground lease agreement. This does not mean that the airport could not or would not ever participate in a hangar development project, but it would be a departure from the normal manner of airport development and it would presumably require a compelling reason to do so.



Tulips bloom in front of the old Addison Airport monument sign on Airport Parkway.

In some circumstances, the airport may partner with a private developer, improving common-use infrastructure to facilitate desirable private development (as was done on at least one recent project). Another key consideration is that most airport development is necessarily market-driven: in the absence of sufficient demand for a particular project, there is little incentive to build, either for the airport or (especially) for a private

developer seeking a return on an investment. On the other hand, not every project should be evaluated or executed based solely on the prospects of its financial return: if that were the case, we would have no public parks, aircraft viewing areas, or public art ... amenities of the type that have long been much valued by the Addison community. Different measures of value surely apply to these kinds of projects; return on investment is not the only measure of success.

Addison's ideal airport of the future would accommodate a wide, diverse variety of aviation users and uses. In addition to world-class fixed-base operator services, airport



A SportCruiser light sport aircraft in flight.

businesses would provide a comprehensive range of aviation products and services. The airport would provide high quality amenities for tenants, pilots, passengers, and visitors; it would be a pleasant place to work or visit, with a strong sense of community and a professional

and friendly atmosphere. Stakeholders on the airport and in the surrounding community would take great pride in the airport. The airport and Town would coordinate to promote and take advantage of local attractions, amenities, and events, particularly Addison's special events and hospitality businesses. Addison Airport and the Town of Addison would be the destination of choice for a wide spectrum of general aviation users.



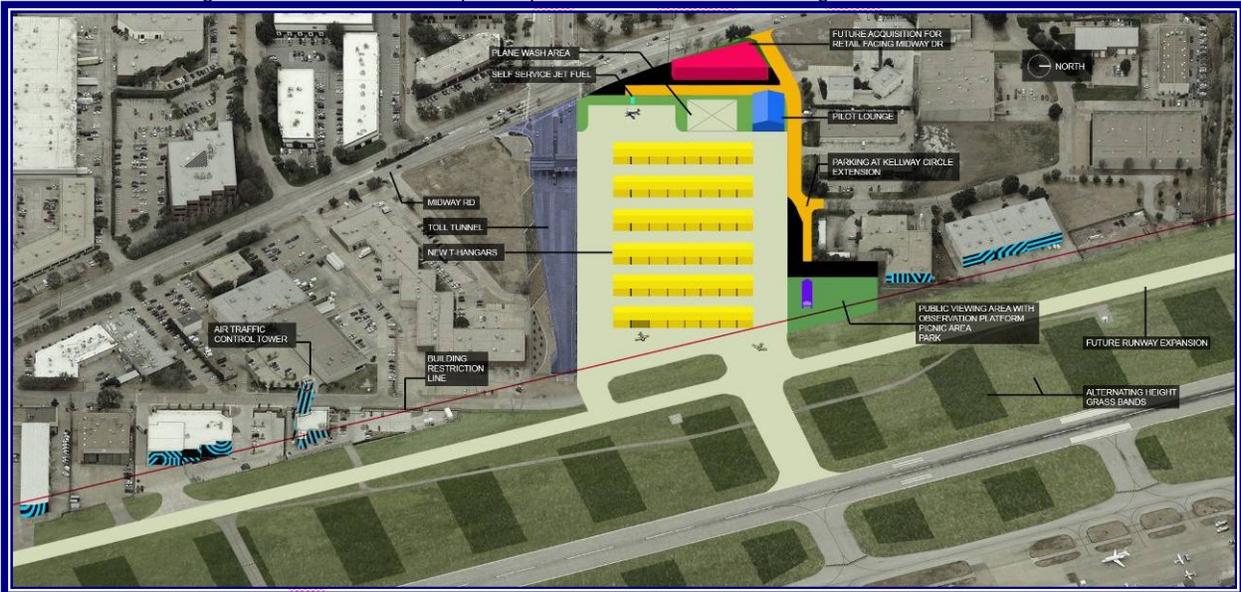
A Gulfstream G650 business jet arrives in Addison.

The Addison Airport of the future ideally would have an area designed to support and grow a community of aviation enthusiasts and aircraft owners. This area would feature new T-hangars and a host of amenities including a self-service fueling installation, an aircraft washing facility, public tie-down spaces for visiting aircraft, a pilot-oriented clubhouse with weather and flight planning facilities, a light maintenance facility, and covered aircraft viewing and picnic areas.

The Addison Airport of the future would have a "front door" facility serving as the gateway from the airport to the community and from the community to the airport. This "front door" facility would be distinct, uniquely recognizable, emblematic of Addison Airport and reflective of Addison's unique culture of creativity, leading-edge innovation, and outright fun. Additional branding elements to help define the Addison Airport of the



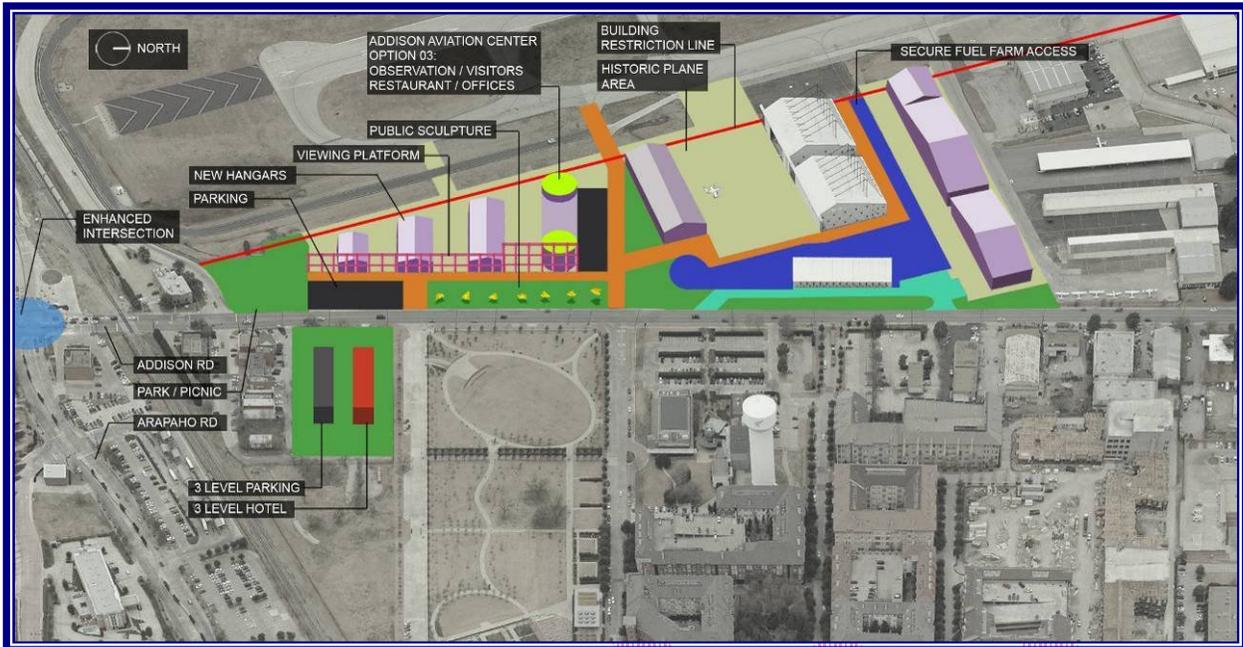
Conceptual illustration of a T-hangar development on the west side of the airport, north of the toll tunnel, with amenities including self-service fuel and a public park with an aircraft viewing area.



Conceptual illustration of a west side development for light aircraft as viewed from the adjacent park space. future **would** include way-finding signage and iconic structures that are distinct and

instantly recognizable as “Addison”. The airport **would** also have elements that are attractive and accessible to the non-aviating public such as an abundance of public art, an aviation museum, parks, aircraft viewing areas with air traffic control radio feeds, and hospitality features such as an airport restaurant and a hotel.

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Above and Below: conceptual illustrations of a possible redevelopment of the southeast quadrant of Addison Airport including public art and thematic connection to Addison Circle Park.



Street level view of airport southeast quadrant redevelopment concept.

The Addison Airport of the future will include more land area than it does at present.

The airport will acquire adjacent properties to protect the airport, preserve or improve upon existing aeronautical uses, or to repurpose underutilized and/or non-aviation use properties to productive aeronautical uses. The network of taxiways will be expanded. In particular, Taxiway Bravo will be extended to become a full-length parallel taxiway, and Taxiways Golf and Juliet will connect to Taxiway Bravo west of the runway. The runway and existing taxiways will be maintained or improved to meet applicable safety standards. In some areas, taxiways may be re-aligned to improve the efficiency of land utilization. The south runway safety area will be brought up to current safety standards by the installation of an Engineered Materials Arresting System (EMAS). Utility infrastructure – specifically including water, sanitary sewer, and storm water drainage – will be improved to meet codes and support redevelopment. Landside infrastructure including streets, sidewalks and walking trails, lighting, and landscaping will meet or



Wind turbine generators at Honolulu Airport.

exceed the standards set by Addison's exceptional master-planned urban developments, Addison Circle and Vitruvian Park. There will be an emphasis on sustainability, including waste reduction and recycling programs. Application of "green" technologies will be widespread, including small-scale wind and solar power generation.

The Addison Airport of the future will have a strong international business presence. It will be an engine for economic development not just for Addison, but for the entire north Dallas region including the neighboring communities of Carrollton, Farmers Branch, Coppell, north Dallas, Richardson, Plano, Allen, and Frisco. Addison will leverage its status as a U.S. Customs User Fee Airport to become the business gateway from the north Dallas region to China, Korea, Canada, Mexico, the Caribbean, Central America, and South America. Addison Airport will partner with the Town of Addison's Economic Development Department to attract aviation-related business as well as mid-size corporations and regional headquarters of large corporations to Addison. Addison will partner with the Economic Development Departments of



A Canadian-registered business jet visits Addison.

neighboring communities to support their programs to attract, retain, and grow businesses.



Conceptual illustration of possible development on the southwest corner of Addison Road and Westgrove Drive.

Addison Airport will be the national leader and model for best practices among general aviation airports. Addison Airport will be an asset in which the community will take immense pride.



An MD-83 parked on the ramp at Addison.