



AIRPORT BUSINESS DEVELOPMENT STRATEGY



Airport Business Corridor – At a Glance

The Fayetteville Cumberland County Economic Development Corporation (FCEDC) is working with the Fayetteville Airport (FAY) to design a series of economic development initiatives in conjunction with the Airport's Master Plan. This will require a collaboration of multiple partners sharing knowledge, experience, and vision to form a comprehensive strategy for the airport and surrounding areas.

Fayetteville Airport



Site Development Opportunities



Goals

Create Premier Airport Sites

Market to Existing Businesses for Growth

Market for New Business Attraction

Develop Airport Corridor

Physical Development /Redevelopment

Invest in the Airport and Expand Service

TABLE OF CONTENTS

EXECUTIVE SUMMARY2

AIRPORT BUSINESS CORRIDOR STRATEGY3

GOAL: CREATE PREMIER AIRPORT SITES THAT ATTRACT NEW INVESTMENT.....4

GOAL: MARKET INTERNALLY TO EXISTING BUSINESSES FOR GROWTH AND EXPANSION.....7

GOAL: MARKET EXTERNALLY FOR NEW BUSINESS ATTRACTION8

GOAL: DEVELOP THE AIPORT CORRIDOR 11

GOAL: PHYSICAL DEVELOPMENT / REDEVELOPMENT..... 13

GOAL: INVEST IN THE AIRPORT AND EXPAND AIR SERVICE..... 16

TIMELINE: 18

APPENDICES (PENDING FINAL UPDATE) 19

EXECUTIVE SUMMARY

As a primary gateway to Fayetteville for many corporate decision-makers, potential job creators, and leaders of existing industries, we are proud of our airport as it stands today. At the same time, we believe we have only begun to tap its potential as an economic development engine for Fayetteville and Cumberland County.

The Fayetteville Airport is a powerful economic engine serving 461,000 passengers a year, supporting 4,410 jobs, and providing more than \$27 million in state and local tax revenue. With a recently completed \$23 million renovation in its first phase and an additional \$33.5 million modernization project underway, revenue generated by FAY is being reinvested in our community. Our airport also serves as a major point of entry, and first impression, for corporate travelers, creating opportunities for Fayetteville and Cumberland County to attract new business, investment, and job creation.

Currently served by American and Delta airlines, FCEDC is actively supporting the airport's efforts to secure additional destinations and/or carriers. Our recent survey of existing businesses identifies substantial opportunities for increased capture within the local market if certain service enhancements are implemented. Combined with the additional physical improvements underway, innovative services and experience offerings could significantly increase usage by local residents and business travelers.

There are currently four identified development sites at the airport totaling more than 130 acres that provide immediate growth opportunities. These sites align themselves with FCEDC's expanded business attraction program targeting aerospace, aviation, defense, and innovative manufacturing. FCEDC's marketing strategy to attract businesses to airport sites includes direct recruitment efforts, new marketing materials, packaging of shovel ready sites, and promotion at tradeshow and industry events.

To successfully leverage the airport's potential as an economic development asset, we strongly recommend the City of Fayetteville and Cumberland County collaboratively partner to create an **Airport Development Corridor** addressing zoning, land use, infrastructure, streetscape, and future land acquisition. Separately, expanded due diligence is currently underway for identified construction sites, including projected costs to extend required infrastructure. Current and recommended efforts incorporate site-specific cost estimates and development scenarios into targeted specific recruitment packages, delivered via multipronged marketing strategies. This report includes a summary of newly initiated efforts, as well as recommendations for an expanded, comprehensive marketing initiative.

The FAY Airport can be a transformative economic development catalyst for Fayetteville. With available sites both "inside the fence" and within the surrounding area, the airport can be leveraged to bring new investment, expand the non-residential tax base, create new jobs, and advance the city's broader economic development goals. With the continued support of the City Council, Airport Commission, and economic development partners, FAY can exponentially increase its already positive impacts on the local economy.



NCDOT DIVISION OF AVIATION - 01/07/19

AIRPORT BUSINESS CORRIDOR STRATEGY

Goal: Create Premier Airport Sites that Attract New Investment

- Strategy: Invest in Airport Site Development Opportunities

Goal: Market Internally to Existing Businesses for Growth and Expansion

- Strategy: Existing Business Retention and Expansion at the Airport

Goal: Market Externally for New Business Attraction

- Strategy: Businesses Recruitment

Goal: Develop the Airport Corridor

- Strategy: Control, Plan, Invest In, and Develop the Airport Corridor

Goal: Physical Development / Redevelopment

- Strategy: Invest in Infrastructure and Site Acquisition

Goal: Invest in the Airport and Expand Air Service

- Strategy: Continued Support of Airport Renovations
- Strategy: Expand Airport Marketing to Increase Usage by Residents & General Public
- Strategy: Leverage Community Support for Expanded Air Service

GOAL: CREATE PREMIER AIRPORT SITES THAT ATTRACT NEW INVESTMENT

What Has Been Accomplished:

In collaboration with the Airport Director, four available sites have been identified for future growth opportunities – both inside and outside the fence – each with varying degrees of due diligence completed. FCEDC is analyzing utilities to determine capacities for water and sewer in these areas. Through a series of meetings with PWC leadership and engineering firms, FCEDC has established cost estimates for the infrastructure improvements to serve the sites in various development scenarios. We have collaborated with the city and county's development services and FAMPO when determining development projects, referencing the land use plans as appropriate, to ensure the projects align with the airport's master plan.



Four sites identified as areas of opportunity for future growth.

Available plots include:

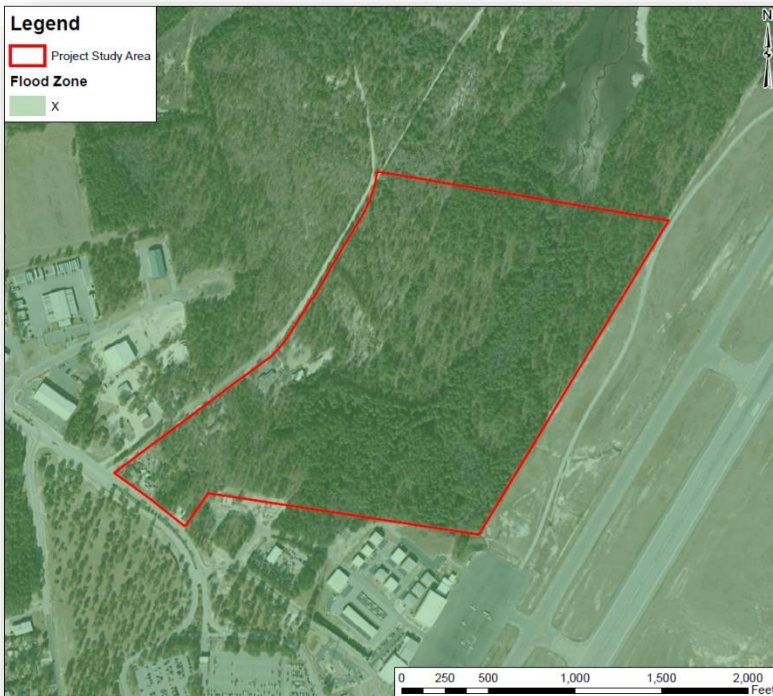
- 27.9-acre site
- 28.8-acre site
- 26.9-acre site
- 45-acre site

The Airport's Adopted Master Plan shows just a small portion of the development potential available at FAY.



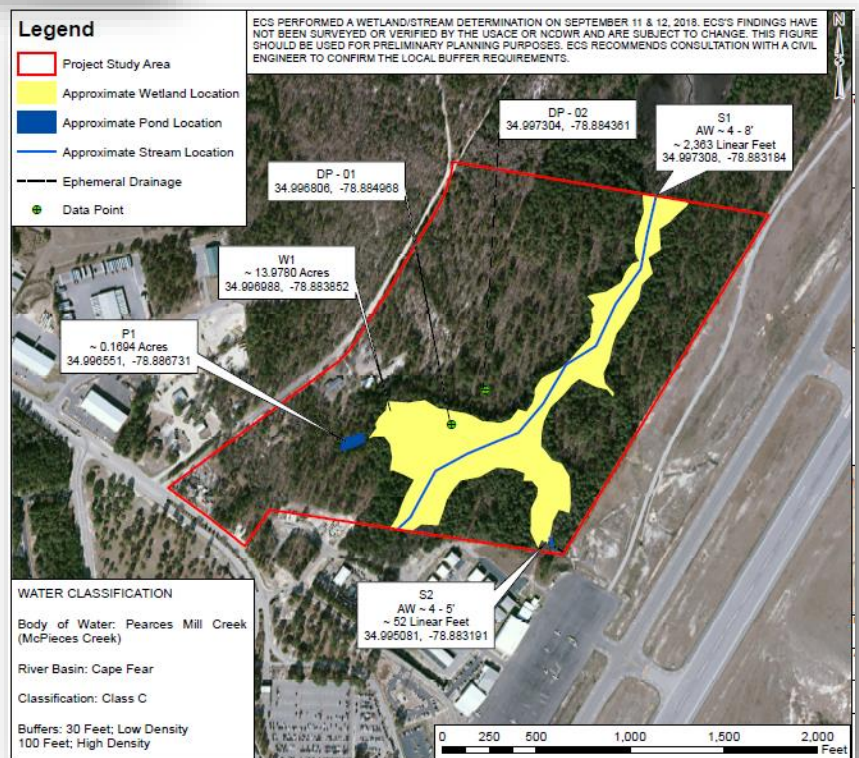
Expanding companies seek out developed and qualified industrial sites. Due diligence assessments lower risk for the company and shorten development timelines. By investing in site development, Fayetteville and Cumberland County will be more competitive for economic development projects.

FCEDC has partnered with ECS Southeast, LLP to complete wetlands delineation on a site west of the main runway to determine how the area could be developed. The wetland delineation was completed for 82-acres of land located at the intersection of Airport Road and Pine Haven Drive. The report determined that a system of culverts could be installed to cross the wet areas of identified streams and wetland areas, if needed, for future development. Additional environmental due diligence is being discussed for other sites.



Identified sites are studied for wetlands, endangered species, and geotechnical evaluation.

Once wetlands, streams, ponds, and drainage points are delineated, the remaining areas can be considered for new development.



Strategy: Invest in Airport Site Development Opportunities

ACTION STEPS:

- ⦿ Identify and analyze potential development areas and sites
- ⦿ Inventory recent, third-party impact studies regarding FAY
- ⦿ Rank potential areas and sites based on developability
- ⦿ Complete due diligence on top ranked development sites - Phase 1, geotechnical study, wetlands identification, cultural resources, threatened and endangered species, etc.
 - Apply for the ElectriCities Smart Sites Program, which provides due diligence assessments and site planning, to provide a marketing distinction
 - Submit to the NC Site Certification Program to provide a marketing distinction. Benefits of the program include special marketing and distinction on the website.
- ⦿ Conduct an analysis to inform the specifications for speculative hangar building development
- ⦿ Develop site-specific 3D renderings and cost options on top-ranked sites
- ⦿ Create a virtual presentation of top-ranked sites such as virtual tours, example virtual buildings, drone videos of the airport corridor and its relationship to the site

Budget:

- Due Diligence (Phase 1, geotechnical, wetlands identification, cultural resources review): \$40,000 (\$20,000 per site)
- 3D Renderings: \$5,000
- Virtual Tours: \$7,500
- Preliminary Grading, Hangar Design and Rendering Estimates: \$15,000 – \$30,000

GOAL: MARKET INTERNALLY TO EXISTING BUSINESSES FOR GROWTH AND EXPANSION

What Has Been Accomplished:

FCEDC staff has been working with North Carolina Military Business Center and research partners to capture information on defense, aerospace, and aviation related operations in Cumberland County and their decisions regarding company travel and what drives those choices. Through its ongoing business retention and expansion program, the EDC meets with companies regularly to determine the needs of their industry and identify solutions to improve their business model and competitiveness. Additionally, when applicable, there are ongoing conversations regarding supply chain enhancements, logistical advantages/disadvantages, and establishing connections with partnering businesses. Ultimately this can improve their cost of doing business in Fayetteville and help recruit second and third tier suppliers to the area. FCEDC is targeting the following companies to capture more businesses in and around the Fayetteville Regional Airport.

COMPANY	ADDRESS	CITY
THALES USA INC	4155 FERNCREEK DR	FAYETTEVILLE
CENTURION AVIATION SVC	3001 CONTROL TOWER RD	FAYETTEVILLE
SIGNATURE FLIGHT SUPPORT	3003 CONTROL TOWER RD	FAYETTEVILLE
ROGERS AIRCRAFT SVC	406 HANGAR RD	FAYETTEVILLE
CAPE FEAR AVIATION	7154 BUTLER NURSERY RD	FAYETTEVILLE
GENERAL DYNAMICS CORP	3305 HONEYCUTT RD	FORT BRAGG
DYN CORP INTL INC	1 FORT BRAGG	FORT BRAGG
MAG AEROSPACE	3400 WALSH PKWY	FAYETTEVILLE
CACI	3611-C RAMSEY ST.	FAYETTEVILLE
LOCKHEED MARTIN	2919 BREEZEWOOD AVE	FAYETTEVILLE
GENERAL DYNAMICS	3305 HONEYCUTT RD.	FORT BRAGG
NORTHROP GRUMMAN	4317 RAMSEY ST.	FAYETTEVILLE
L3 HARRIS	4200 MORGANTON RD	FAYETTEVILLE
RAYTHEON	ALEXANDER ST	FORT BRAGG
THALES COM	4155 FERNCREEK DR	FAYETTEVILLE
BAE SYSTEMS	1022 LILINGTON HWY	SPRING LAKE
AEVEX AEROSPACE	214 BURGESS STREE	FAYETTEVILLE
SIERRA NEVADA CORP	3139 DOC BENNETT RD	FAYETTEVILLE

Strategy: Existing Business Retention and Expansion at the Airport

ACTION STEPS:

- ⊙ Engage with businesses that have direct ties to or are frequent users of FAY to gather input and recommendations
- ⊙ Identify key contacts and drivers with regards to corporate travel decisions
- ⊙ Review the current Wi-Fi traveler survey to ensure it captures and can segment business travelers regarding their unique needs and use the results to develop specific inducement strategies
- ⊙ Target companies within the supply chains of existing businesses
- ⊙ Establish online networking and discussion groups for businesses in and around the airport (e.g. LinkedIn discussion group). Once meetings resume, host networking meetings (e.g. lunch-and-learns).
- ⊙ Create opportunities for the Airport Director to engage with existing industries to discuss opportunities at and around the airport
- ⊙ Implement promotional strategies to increase airport usage by local companies for commercial and corporate jet travel

Budget:

- Organizing, staffing, and hosting meetings and networking events - \$5,000
- Professionally designed and administered business traveler survey, with individual calls – TBD
- Promotional strategies to increase airport usage by local companies - TBD

GOAL: MARKET EXTERNALLY FOR NEW BUSINESS ATTRACTION

What Has Been Accomplished:

Each year, General Aviation aircraft based at FAY contribute approximately \$350,000 of tax revenue to the city and county (Airplanes = \$22,602,498, Helicopters = \$3,383,000). In addition to adding to the tax base, the company creates high paying jobs, provides a source of revenue for the airport, and connects the community to the world. Paying for public services used, attracting additional aircraft, and attracting associated support operations is a top priority for economic development. Believing that FAY is a potential laden economic development asset, FCEDC has attended, sponsored, developed materials for, and spoken at more than a dozen events for companies in related sectors. These include:

Towards this Goal, FCEDC has participated in the following promotional events:

- ⊙ 2018 Southeast Region Aerospace Supply & Services Summit (Winston-Salem, NC), Aug 15-16, 2019
- ⊙ HAI Helicopter Expo (Atlanta, GA), March 5-7, 2019
- ⊙ AAAA Army Aviation Summit (Nashville, TN), April 15-16, 2019
- ⊙ SpeedNews Aerospace Manufacturing Conference (Greensboro, NC), May 7-8, 2019
- ⊙ SOFIC- Special Operations Forces Industry Conference (Tampa, FL), May 20-23, 2019
- ⊙ SelectUSA (Washington DC), June 6-10, 2019
- ⊙ Aerospace Manufacturing Conference (Greensboro, NC), May 7-8, 2019
- ⊙ NC Military Business Center Aerospace Conference (Raleigh, NC), August 12-13, 2019

Strategy: Business Recruitment

FCEDC intends to continue its efforts to attract new operations to FAY by participating in relevant promotional events and activities. Proposed 2020/2021 Schedule of Aviation Events for FCEDC (Limited due to COVID-19):

- ⦿ NBAA Business Aviation Convention - October 2020
- ⦿ Precision Strike Technology Symposium – October 2020
- ⦿ Canadian Aerospace Summit - November 2020
- ⦿ Commercial Aviation Industry Suppliers Conference - March 2021
- ⦿ Aero Def Manufacturing - March 2021
- ⦿ Army Aviation Mission Solutions Summit - April 2021
- ⦿ Aerospace Manufacturing Conference - May 2021
- ⦿ Farnborough International Air Show - July 2021



We recommend the development of “turnkey” development packages as a tool to recruit new investment:

FAY has numerous options available to accommodate new tenants and hangar construction. With minimal grading and the extension of infrastructure, FAY has the needed capacity to accommodate everything from single prop planes (T Hangars Right) to Airbus 380s.



This example was developed for a project looking for a minimum 25-acre site with direct inside the fence access to a 6,500+ airport runway and additional room for 3 new hangars (sizes not specified). Specifically, a runway that can accommodate a Boeing 747 / Airbus A380.

With multiple, preapproved layout options in hand, expedited development packages can be pitched to corporate aircraft owners and aerospace companies (sample for discussion purposes only).



ACTION STEPS:

- ⦿ Develop comprehensive recruitment marketing packages designed to target new aviation/aerospace operations and promote these opportunities at trades shows, direct marketing outreach, and utilizing our network of partners
- ⦿ Target industry sectors: aerospace, aviation, defense, logistics, food, innovative manufacturing, and corporate services
- ⦿ Increase digital marketing to logistics, food, and innovative manufacturing, which are expected to expand due to the economic changes caused by the pandemic
- ⦿ Market specifically to corporate aviation entities and private airlines to capitalize on potential to construct large hangar spaces, potentially exceeding 100,000 sq. ft. (example page 9)
- ⦿ Expand business recruitment efforts by attending industry recruitment events, including trade shows such as NBAA (National Business Aviation Association) and SpeedNews
 - While business travel is limited, increase digital lead generation and attend virtual meetings
- ⦿ Produce elevated marketing materials including new multimedia, digital, and direct outreach campaigns, complimenting existing airport efforts
 - Develop virtual tours (see above) of airport sites and the corridor area
- ⦿ Share recruitment strategy with marketing partners like NC Southeast and Economic Development Partnership of North Carolina and leverage regional and state recruitment programs
- ⦿ Support the airport's plans to construct new "T Hangar" spaces to accommodate smaller aircraft
- ⦿ Consider the construction of a "speculative" hangar capable of accommodating larger corporate jets or multiple smaller aircraft (recommend a minimum of 15,000 square feet)
- ⦿ Create an Airport Development Zone that would include incentives for new operators and aircraft to locate at FAY
- ⦿ Partner with Cumberland County to create an "Airport Growth Fund" utilizing a portion of the annual property taxes generated by based aircraft that could be used to build additional hangar space

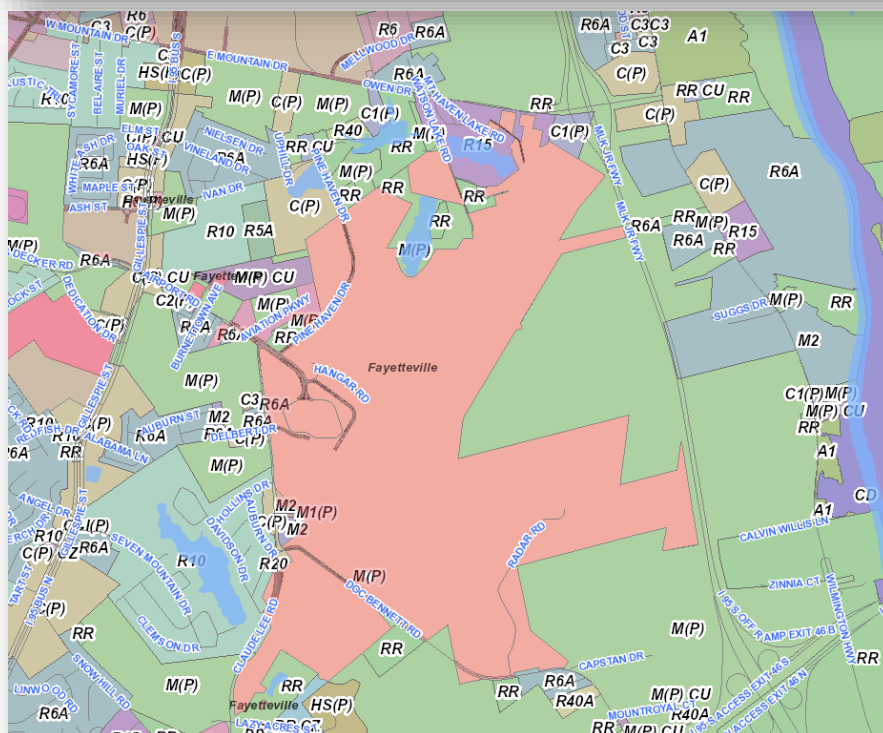
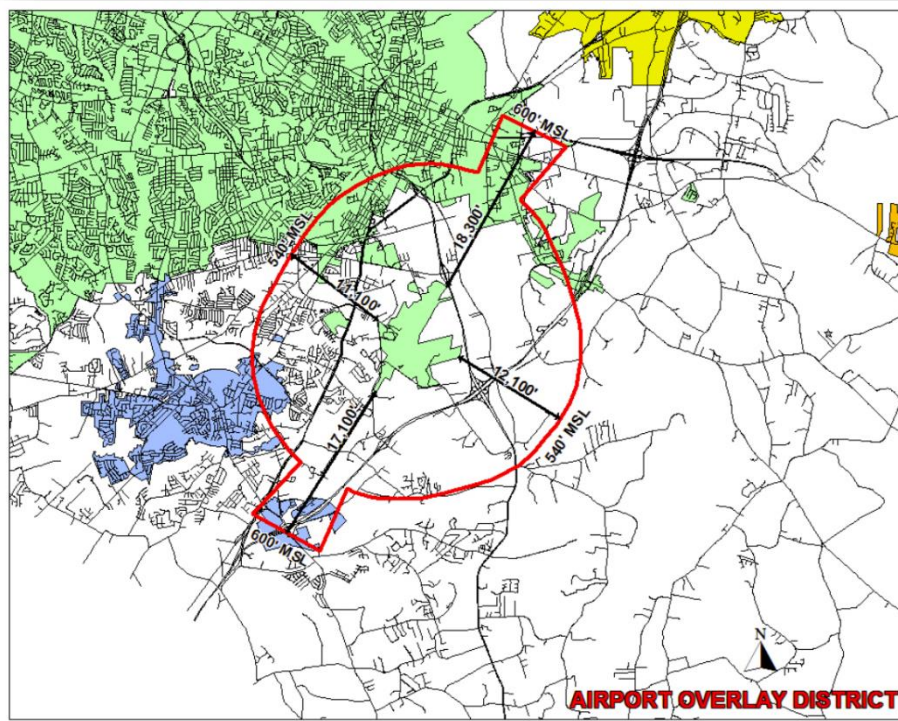
Budget:

- Estimated conference fees and expenses: \$15,000 (25% available as part of FCEDC Program of Work)
- Creation and targeted distribution of "turnkey" development opportunities: \$12,000
- Cost of 15,000 square foot speculative hangar: \$2.5 million
- Annual reinvestment of revenue generated directed toward "Airport Growth Fund": - TBD

GOAL: DEVELOP THE AIPORT CORRIDOR

Airport Corridor: Exits 44 and 46 on I-95, Hwy 87 area close to the Airport, Hwy 301 close to the Airport, Black & Decker Road, Coliseum Area

FCEDC recommends the City of Fayetteville and Cumberland County leverage the Airport Overlay District to address zoning, land use, infrastructure, site development, and streetscape. This development corridor plan is critical to capturing business investment opportunities in the airport area.



What Has Been Accomplished:

In conjunction with this effort, FCEDC organized meetings with city, county, and state officials to discuss current land use plans, areas of concern, and strategies to ensure future growth. Recommendations include increased collaboration between the city and county, proactive efforts to limit new residential development directly adjacent to FAY and pursuing designation as a Foreign Trade Zone (FTZ) magnet site.

Company's in Cumberland County are eligible for FTZ designation under Foreign-Trade Zone #214, which is managed by N.C. Department of Transportation. Businesses operating within Southeastern North Carolina's FTZ may apply for a "usage driven" designation, which allows U.S.-based companies to defer, reduce, or even eliminate Customs duties on products admitted to the zone. Larger development opportunities can pursue a proactive "Magnet Site" designation. We believe our Airport is well positioned for businesses that would operate on land controlled by the airport, where enhanced security is in place. Efforts are underway with the management Foreign-Trade Zone #214, and staff is working to develop a list of the advantages and disadvantages of pursuing "Magnet Site" designation.

Strategy: Control, Plan, Invest In, and Develop the Airport Corridor

ACTION STEPS:

- ⦿ Leverage the Airport Business Corridor for business attraction, existing business retention and expansion, and FTZ development
- ⦿ Plan corridor land use that includes exits 44 and 46 on I-95, Hwy 87 area close to the airport, Hwy 301 close to the airport, Black & Decker Road, and the coliseum area
- ⦿ Establish an MOU between Cumberland County and the City of Fayetteville to encourage growth at FAY and the surrounding area.
- ⦿ Review and update zoning to align with development goals
- ⦿ Update surrounding city and county land use plans to align with development goals
- ⦿ Limit residential development along primary access corridors and where conflict is greatest
- ⦿ Proactively track the availability of adjacent properties and acquire land when feasible to reduce potential hazards
- ⦿ Acquire property for nonresidential development (*Properties should NOT be acquired utilizing airport funds due to the regulatory constraints under which they must operate)
- ⦿ Invest in transportation improvements
- ⦿ Invest in streetscape along primary access routes
- ⦿ Identify all companies around the airport that might benefit from the FTZ
- ⦿ Target companies in our recruiting efforts that could benefit from the FTZ

Budget:

- Transportation improvement investments: TBD
- Airport streetscape: Estimates TBD
- Identify and secure anchor FTZ tenants and pursue magnet designation: TBD

GOAL: PHYSICAL DEVELOPMENT / REDEVELOPMENT

What Has Been Accomplished:

While developing this strategy, FCEDC met with city and county planning officials to discuss development opportunities, land use, and zoning along Airport Road and 301. Due to its high visibility and dramatically varying land uses, we recommend acquiring the existing, residentially zoned / developed properties along this route with the goal of redevelopment. A joint planning effort is recommended to develop an integrated plan for US-301 North toward Crown Coliseum.



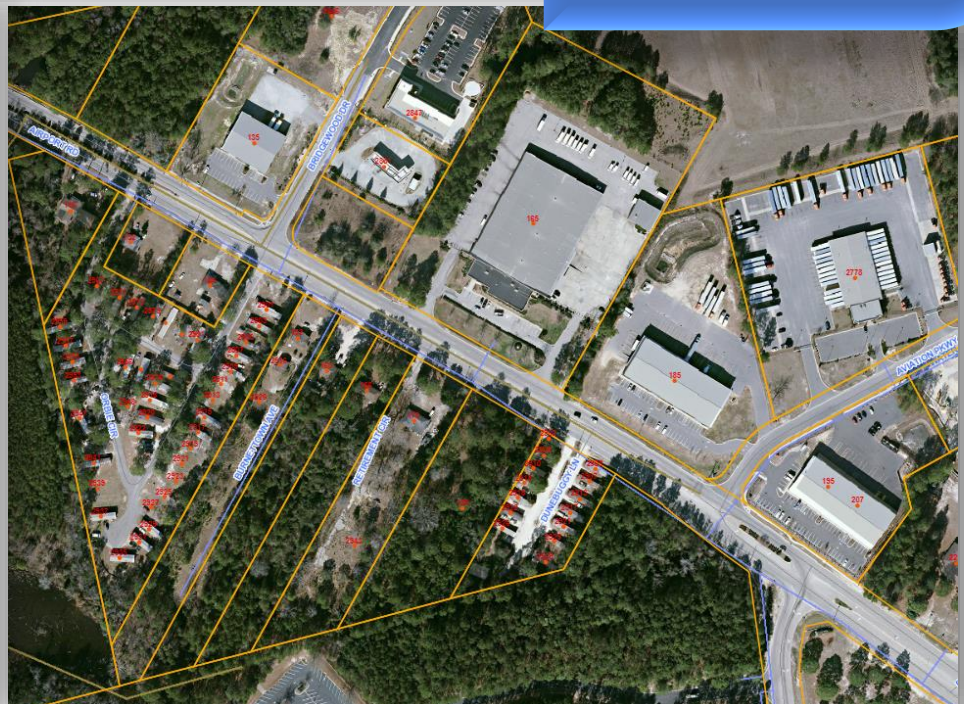
Left: Airport Corridor in its current state, a mix of airport industrial land across the street from non-conforming residential mobile home parks.

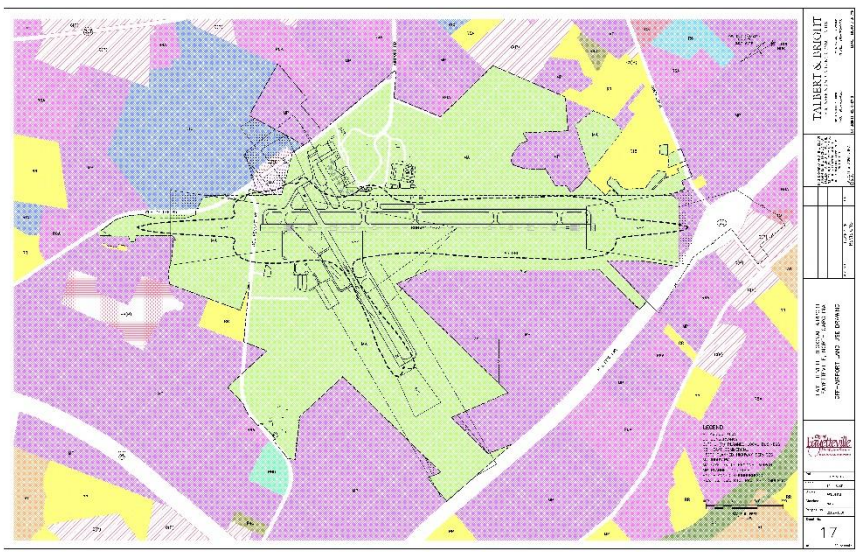
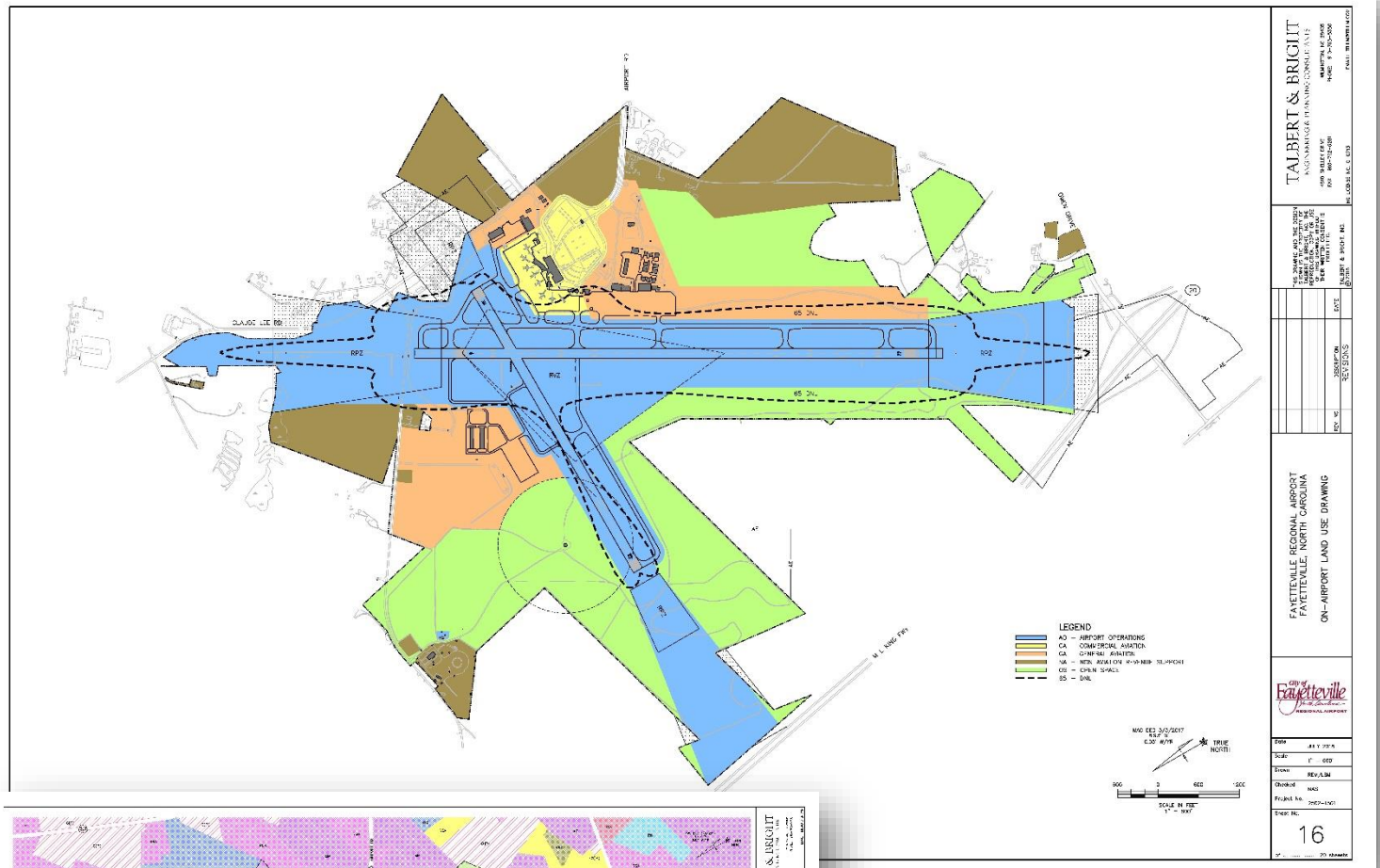
The reasonable planning of the airport corridor and transport plays an important role in the development of air transportation industry and the construction of an urban traffic system. By investing money into land improvements, this area can become a powerhouse of economic growth for the city.

Right: Highlights the same region as the above photo, but with 3D visuals.

Recommended Parcels:

- 0435-13-8871: 1.7 acres
- 0435-13-6863 :2.75 acres
- 0435-13-3824: 2.04 acres
- 0435-13-2815: 2.30 acres
- 0435-13-1828: 2.37 acres
- 0435-04-9049: 6.50 acres
- 0435-13-4864: 2.64 acres
- 0435-04-9445: .6 acres
- 0435-04-7522: 1.27 acres
- 0435-14-0388: .58 acres





Above: The airport land use plan.

Left and Below: Properties in the land use plan area that could be redeveloped.



Strategy: Invest in Infrastructure and Site Acquisition

ACTION STEPS:

- ⊙ Invest in infrastructure development – examples of sewer investments below
- ⊙ FCEDC recommends the city encourage or invest in acquisition of non-conforming residential mobile home parks
- ⊙ Identify federal grants that will support infrastructure investments
- ⊙ Incorporate the infrastructure development plan around the airport with the capital improvements plans of the City of Fayetteville and PWC
- ⊙ Dedicate funding to site acquisition and/or control
- ⊙ Acquire property for nonresidential development
- ⊙ Identification of grants, programs, and other funding for site development

Budget:

- ⊙ Estimated purchase price of all parcels (identified on pg. 13): \$1.5 - \$2 million
- ⊙ Sewer investment: \$1,309,500
- ⊙ Water Main Extension: \$206,500

Item	Description	Quantity	Unit Price	Total
Sewer Extension				
	Tie to Existing Manhole	1 EA	\$3,500.00	\$3,500.00
	8" SDR 26 (8-10)	1000 LF	\$80.00	\$80,000.00
	8" SDR 26 (10-12)	500 LF	\$85.00	\$42,500.00
	6" PVC Force Main	6800 LF	\$100.00	\$680,000.00
	4' Diam Manhole (8-10)	4 EA	\$6,000.00	\$24,000.00
	4' Diam Manhole (10-12)	1 EA	\$8,000.00	\$8,000.00
	San. Sewer Lift Station (PWC Standard)	1 EA	\$425,000.00	\$425,000.00
	6" S.S. Cleanouts	1 EA	\$1,500.00	\$1,500.00
	Sewer Testing	1 LS	\$10,000.00	\$10,000.00
	#57 Stone Pipe Bedding	1000 TN	\$35.00	\$35,000.00
<i>Total Sewer Utilities</i>				<i>\$1,309,500.00</i>

Water Extension				
	Tie to Existing Water Main	1 EA	\$3,000.00	\$3,000.00
	8" PVC Water	1,500 LF	\$60.00	\$90,000.00
	8" DI Water	100 LF	\$90.00	\$9,000.00
	2" Domestic Tap and Backflow	2 EA	\$10,000.00	\$20,000.00
	2" Irrigation Tap and Backflow	2 EA	\$10,000.00	\$20,000.00
	Fire Hydrant Assembly	8 EA	\$4,000.00	\$32,000.00
	8" Gate Valve w/ Box	8 EA	\$2,000.00	\$16,000.00
	8" Plug w/ 2" Blowoff	1 EA	\$1,500.00	\$1,500.00
	Concrete Blocking & Misc. Fittings	1 LS	\$15,000.00	\$15,000.00
<i>Total Water Utilities</i>				<i>\$206,500.00</i>



GOAL: INVEST IN THE AIRPORT AND EXPAND AIR SERVICE

What Has Been Accomplished:

Following the receipt of a \$7.5 million grant, FAY began its first phase of a concourse expansion in Q4 2019. The overall project, including Phase 2, costs \$56 million. The new concourse features two gates with passenger boarding bridges and one ground-loading gate serviced by two parking positions. Renovations also include a new restaurant, operated by Tailwind, completed in the Fall of 2020. The new concourse and connector increase concourse capacity from 990 square feet to 2,500 square feet. The building is being extended 8 feet, undergoing extensive interior remodeling, installing new escalators, and applying modern exterior facade to replace the existing face. The project also includes a plethora of phone-charging stations and will provide expanded facilities for the Transportation Security Administration to allow for multiple security lanes, replacing the current single security line format. Additional airline counter space will be created by relocating TSA baggage operations from the main ticketing lobby to the rear service area. This airport is the window through which 500,000 people a year see our community. It injects \$750 million of economic activity to our local economy and supports more than 4,400 jobs in our region. To date, the City of Fayetteville committed an additional \$100,000 in marketing and advertising funds for new routes.

Strategy: Continued Support of Airport Renovations

ACTION STEPS:

- ⦿ Pursue legislative support for continued renovation and expansion efforts, specifically the addition of the additional TSA screening line that would allow for PreCheck
- ⦿ City and community concerted effort to ensure TSA provides adequate staffing
- ⦿ Raise awareness among the federal delegation that the renovation and staffing needs are a formal project that require federal funding
- ⦿ Develop a legislative agenda and advocate for airport funding

Strategy: Expand Airport Marketing to Increase Usage by Residents and the General Public

Over the past two years, FAY staff has launched a series of successful promotional efforts to encourage local patronage of the airport. These have included billboards, social media, radio, and video, culminating with a complete redesign of their www.flyfay.com website. FCEDC has incorporated airport related questions and messaging into their business retention visits in order to promote usage of the airport and better understand the needs of local business travelers.

ACTION STEPS:

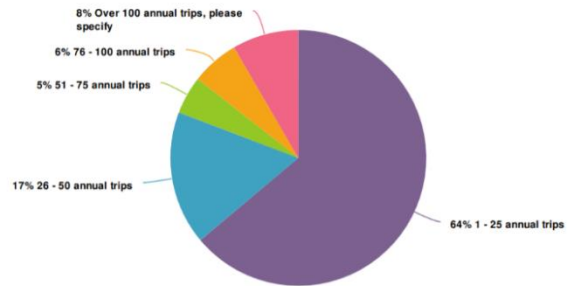
- ⦿ Continue to support and expand the efforts of the airport's internal marketing team
- ⦿ Partner with the Fayetteville Cumberland Collaborative Branding Committee to implement the new community-wide branding platform and adopt a variation for the airport
- ⦿ Consider unique and memorable programing for "frequent fliers" and local champions
- ⦿ Add high visibility signage to I-95, comparable to that of RDU, CLT, and GSO
- ⦿ Systematically engage senior leadership at Ft. Bragg to identify opportunities for increased usage and potential leverage when recruiting new flight services

Strategy: Leverage Community Support for Expanded Air Service

ACTION STEPS:

- ③ Secure letters for support from companies for American service at DFW and DCA
- ③ Obtain data on companies' previous and future travel plans that shows interest in American's DFW and DCA service
- ③ Increase marketing funds for new routes to encourage flying from Fayetteville to DFW and DCA rather than driving elsewhere
- ③ Explore possible incentives to encourage local corporations to utilize FAY for business needs.
- ③ Increase airport capacity to lower average flight costs.
- ③ Continue to participate in events such as "Jumpstart" to attract additional routes and operators

3. Please estimate the total number of airline trips per year taken by your company's employees in the region.



Budget:

- Secure Commitment of TSA PRE staffing: TBD
- Aggressively support efforts to secure DFW service: TBD
- Continue to pursue reestablishment of service to DCA: TBD
- Marketing / Promotion funds – Consider allocating general funds as part of a comprehensive recruitment package.

TIMELINE:

Short Term	<ul style="list-style-type: none"> Expand Business Engagement program to include the Airport Director Engage Senior Leadership at FT. Bragg regarding travel choices Business cluster networking Increase digital marketing Identification and analysis of potential development areas and sites Complete due diligence on premier sites Development of site-specific recruitment packages Create "turnkey" site-specific renderings and cost options Identification of grants, programs, and other funding for site development 	<ul style="list-style-type: none"> Expansion of business recruitment efforts Production of elevated marketing materials for business attraction Secure letters of support for expanded air service Support airport renovations Convene a Joint City / County strategy session Identify all companies around the airport that might benefit from the FTZ Rank potential areas and sites based on developability Update surrounding City and County land use plans to align with development Identify key contacts and drivers with regards to corporate travel decisions 	<ul style="list-style-type: none"> Investigate support programs Increase marketing funds for new routes to encourage flying from Fayetteville to DFW and DCA rather than driving elsewhere Obtain data on companies' previous and future travel plans that shows interest in American's DFW and DCA service Dedicate funding to site acquisition and/or control Establish an MOU between Cumberland County and the City of Fayetteville to encourage growth at FAY and the surrounding area.
Mid Term	<ul style="list-style-type: none"> Explore Supply Chain Recruitment Opportunities Target companies that will benefit from FTZ Acquire property for nonresidential development Create virtual site tours Identify grants for infrastructure Raise awareness among Federal delegation / Legislative advocacy Corridor land use planning Update zoning Limit residential development in the immediate vicinity Expanded promotional strategies to increase airport usage, integrating with Community Wide Branding Platform 	<ul style="list-style-type: none"> Continue to pursue additional operators and routes (Goal of adding 2 destinations / carriers) Align infrastructure plan with City's and PWC's capital improvement plan Establish Airport Development Zone and inducements Install new signage on I-95 & US 301 Provide incentives to local corporations for utilizing FAY for business needs Increase airport capacity to lower average flight costs. City and community concerted effort to ensure TSA provides aide Develop a legislative agenda and advocate for airport funding 	<ul style="list-style-type: none"> Inventory recent, third party impact studies regarding FAY Develop site-specific 3D renderings and cost options on top-ranked sites Review traveler survey to determine if it captures business travelers regarding their unique needs and use the results to develop specific inducement strategies Market specifically to corporate aviation entities and private airlines to capitalize on potential to construct large hangar spaces, potentially exceeding 100,000 sq. ft. (example page 9) Partner with the FCCBC committee to implement the new Community-Wide Branding Platform and adopt a variation for the Airport
Long Term	<ul style="list-style-type: none"> Development of spec hangar buildings Invest in infrastructure Invest in transportation improvements Invest in streetscape Investigate air service expansion programs Secure "FTZ Magnet" status 	<ul style="list-style-type: none"> Establish the "Airport Growth Fund" Successfully Redevelop Airport Road Initiate Redevelopment of 301 N. as a gateway to the City Share recruitment strategy with marketing partners like NC Southeast and EDPNC and leverage regional and state recruitment programs 	<ul style="list-style-type: none"> Continue to participate in events such as "Jumpstart" to attract additional routes Continue to support and expand the efforts of the Airport's Internal Marketing TeamAlign infrastructure plan with City's and PWC's capital improvement plan

Appendices

- [FAY Economic Impact NCDOT 2020](#)
- [FAY Airport Site 1 Wetland Delineation Report](#)
- [Airport Land Use – On Site](#)
- [Airport Land Use – Surrounding Area](#)
- [Airbus Accommodating Hanger Concepts](#)
- [Recommended Sewer Line Route](#)
- [Water, Sewer, and Access Road Cost Estimates](#)
- [Airport Sites Marketing Card](#)
- [FTZ #214 Overview](#)