



Airports for the Future:

ACI-NA Grassroots Campaign



Learning From the Past



➤ 111th Congress (2009-2011)

- House passed an FAA bill with a \$7 PFC.
- Senate bill had no increase.
- ACI-NA lobbied heavily using “mythbuster” approach on airlines claiming “PFC equals tax” as well as on all the fees airlines charge
- Despite some traction and allies in the Senate, the UPS-FedEx provision killed the bill



➤ 112th Congress (2011-2013)

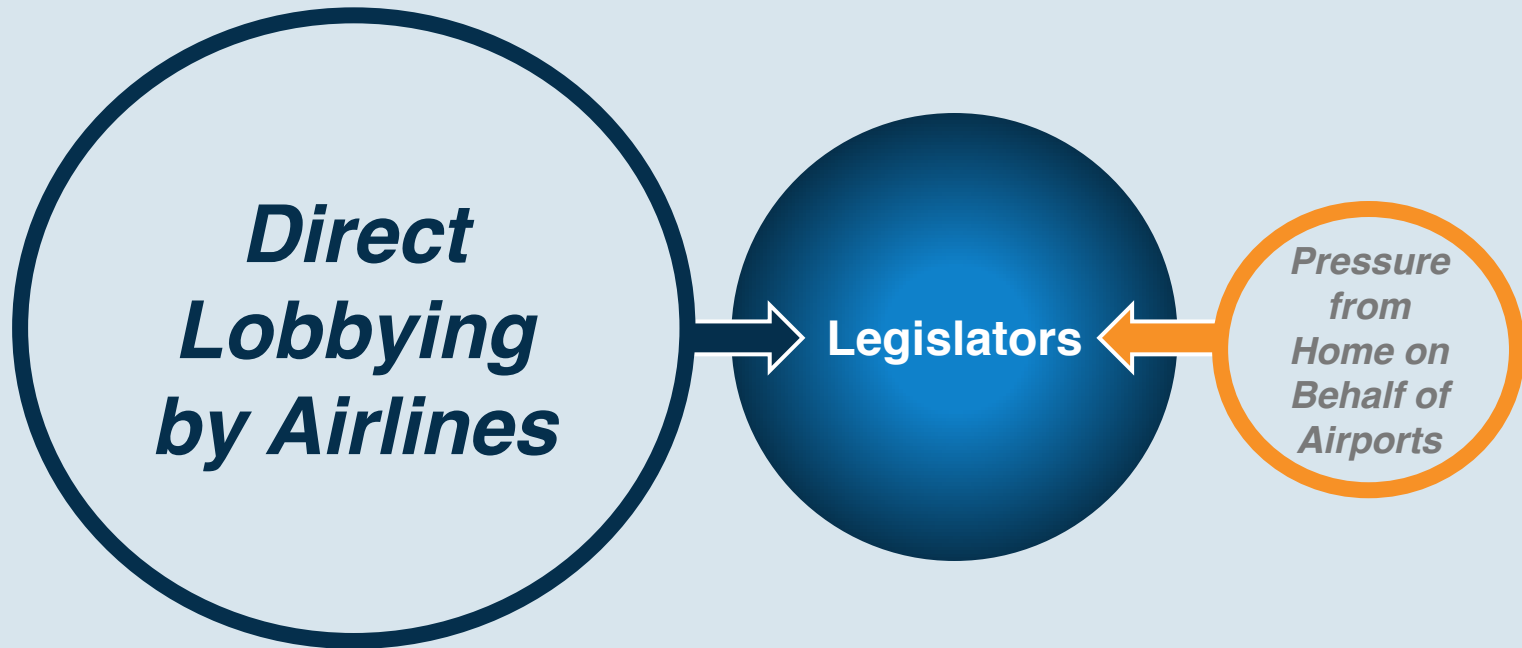
- ACI-NA presented two provisions to increase the PFC
- Chairman Mica said he wanted something “out of the box” yet said no to the proposals he had requested
- He told a number of ACI-NA directors he had “something up his sleeve” on PFC but nothing ever materialized

2012: A Busy Year Already

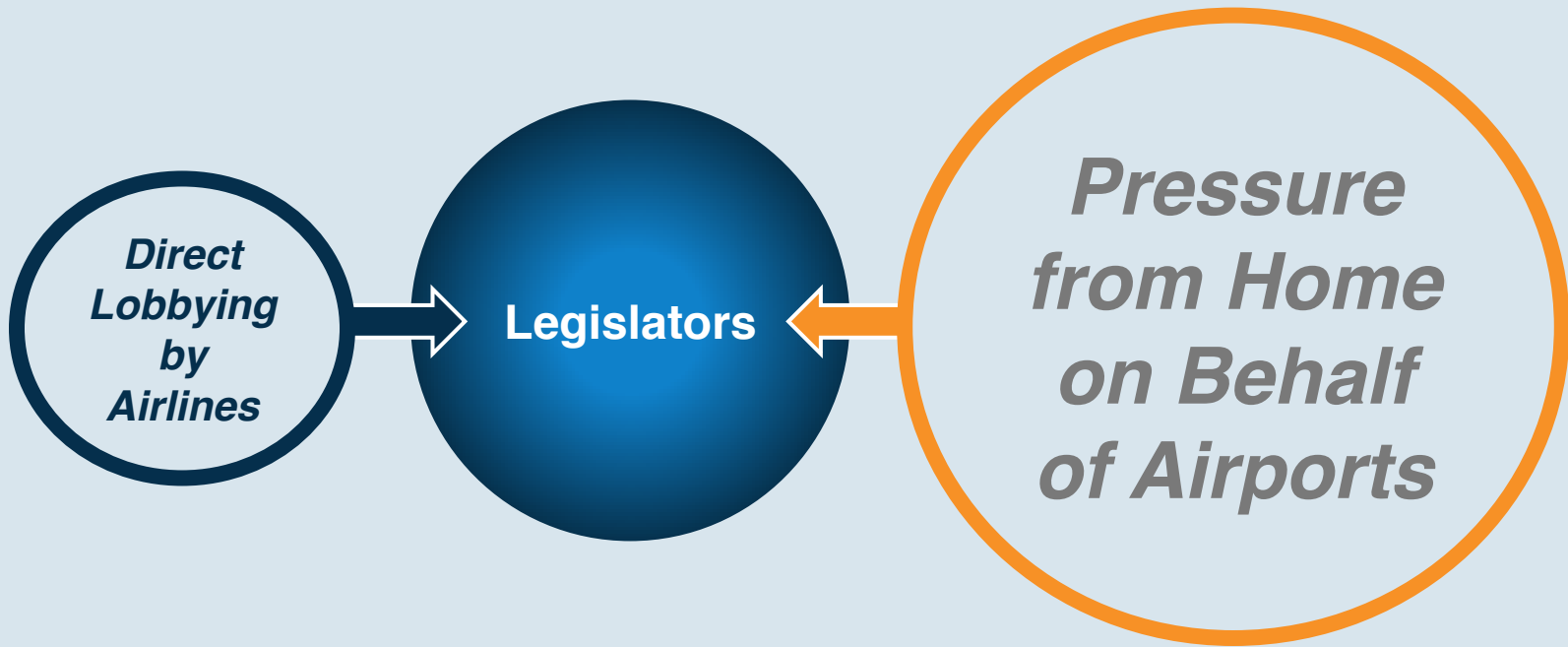
- **Board approval of Problem Statement**
- **FAA Reauthorization**
 - No PFC increase
 - Cuts AIP from an authorized level of \$3.9 billion to \$3.35 billion
 - Three year term

Next Opportunity: 2015

Changing our Strategy: Yesterday's Imbalance



Changing our Strategy: 2015 Goal



Creating Pressure from Home: Where do we Start?

- What we don't know:
 - What the specific policy provisions will be in 2015
 - Who will be in power to make the decision
- What we do know:
 - Current situation is unsustainable
 - Shaping policy will take time
 - Local support will be critical to our success

Airports must build relationships and base of knowledge that enable local leaders to be airport advocates

Guiding Principles of the Campaign

- What it **is**
 - About helping airports succeed
 - Outside the Beltway, to come back in
 - Built on inclusion
 - Multi-faceted
 - Allows incorporation in
- What it **is not**
 - A single solution
 - Top-down, Beltway focused
 - Adversarial
 - One dimensional
 - An add on

Campaign Overview

2012/2013:

Build local grass-tops support for Airports:

- Importance to local economies
- How airports are funded, the looming crisis, and its impact

2013/2014:

- Identify state/federal champions for local empowerment
- Execute extensive outreach and education through grass-tops leaders

2014/2015:

Execute full-scale Federal grass-tops and grassroots campaign supporting comprehensive funding reform and local empowerment



Credential Airports:

- Economic Engines, Community Partners
- Managing through challenges, but in need of change

2012-13: Building the Foundation

- Help strengthen awareness and understanding of airports' vital role in national and local economies, and key attributes like strength of management and current funding sources
 - Create overarching campaign messaging
 - Build tools to enable all airports to begin local campaigns
 - Elevate airport benefits and challenges in national debate

Laying the Foundation

Campaign Messaging



Building Local Advocates: Doesn't Happen Overnight

What turns an observer into an advocate?

1. Acting on behalf of someone who would do the same for them.
2. Feeling like they have a stake in the outcome.

THIS GIVES US A ROADMAP

Building Local Advocates: Doesn't Happen Overnight

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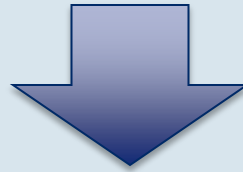
AIRPORTS ARE ALREADY ACTING FOR THEIR COMMUNITIES-
CREATING JOBS AND HELPING ENABLE GROWTH

2. Feeling like they have a stake in the outcome.

THE CURRENT FUNDING SYSTEM DOESN'T GIVE AIRPORTS THE
FLEXIBILITY THEY NEED TO MEET THE ONGOING NEEDS OF THE
AIRPORT – OR COMMUNITY.

Message Development:

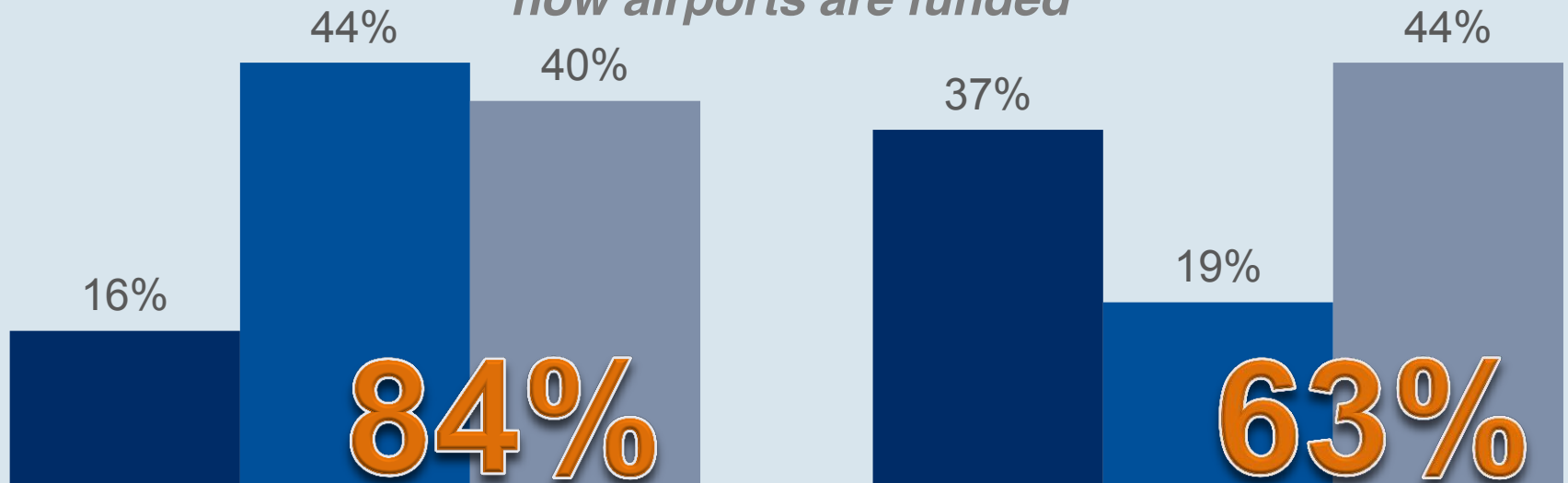
- National Survey – Understanding Baselines
- Economic Impact Report – Generating Proof Points
- Directors Action Council – 10 Diverse Airports – Telling their Story



- Themes and messages that can fit a variety of airport situations and needs

Key Learnings: Knowledge Gaps

Significant majorities of American voters have incorrect views of how airports are funded



"In most cases, no local, state, or federal taxes are used to fund commercial airports."

"Most commercial airports are funded almost entirely through ticket taxes and fees that passengers pay every time they buy a ticket."

■ True ■ False ■ Don't Know

Key Learnings

- Airport Strengths are Campaign Hurdles – your success has insulated your communities from the shared risk you face.

Airports are run as businesses – and recognized as such by community leaders. While other local entities struggle through the recession, the airport is “In good hands”.

You’re making it work. You’re doing an excellent job of managing through uncertainty and instability – which makes these challenges nearly invisible to key stakeholders

- Playing up airport strengths, and pulling back the curtain on your challenges, are key to helping community members understand what’s at stake.

Key Learnings

- You have an enviable network of local relationships in your communities and are very well placed for additional outreach

Strong participation and reputations in local organizations and economic development initiatives.

Significant assets in board members and commissioners, both as stakeholders and as community leaders/messengers

- However, strong community relationships were not indicative of a stakeholder's knowledge about airport funding. Many of your strongest advocates have a limited amount of knowledge about how major improvements are funded – and the challenges inherent in the current federal system.

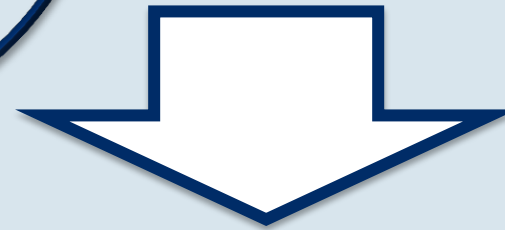
Key learnings

- Funding isn't the only issue where federal policy and politics are affecting your airports.
 - Process and regulatory changes as well as bureaucratic inconsistency surrounding nearly all major projects are driving complexity and cost through operations and improvements.
- Although it's not always easy to explain the “Risk” or “Crisis” that the community would face without funding changes, it's clear that under the current system, airports are subject to the priorities and schedule set by Washington, not what's best for the community.

Creating our Campaign Messaging

*Airport Specific
Issues:
Funding,
Regulations, Air
Service*

*National Issue
Environment:
Jobs, Economy,
Role of
Washington*



Right Messaging

Key Message Elements

- Airports create **JOBS** and contribute to the **GROWTH** of their local **ECONOMIES**
- Airports are **LOCALLY OWNED AND OPERATED, COMMUNITY-FOCUSED**, and receive **VERY LITTLE, IF ANY TAXPAYER FUNDED SUPPORT**.
- Airports are **WELL-MANAGED**, despite being subject to **FUNDING CHALLENGES, POLITICAL UNCERTAINTY and COMPLEX REGULATION**
- The current **FEDERALLY MANDATED** funding system is a band-aid process that gives **WASHINGTON TOO MUCH CONTROL OVER CRUCIAL LOCAL MATTERS**.

Localizing the Message – Airport “Mad Libs”

National Message	Making it Local
<p>America’s commercial airports generate billions of dollars in annual activity and support millions of good, stable jobs. According to a recent economic study, these airports:</p> <ul style="list-style-type: none">- Support 10.5 Million jobs- Create an annual payroll of \$365 Billion- Produce an annual output of \$1.2 Trillion	<p>In this community, the airport provides [XX] direct, on-airport jobs and contributes to [YY] jobs in indirect employment.</p> <p>We contract with X local firms for things like [<i>advertising, construction, cleaning, maintenance</i>], putting [\$YY] directly into the local economy [<i>Last year</i>].</p>

The Expected Question – and Call to Action

- Q: Wow – airports are in a tough spot – what can we do to help?
- A: Help us build our base of support

Provide us with a statement validating how the airport has helped this community grow and develop

Include the airport when you speak about the crucial economic drivers in this community

Help us tell our stories to other important community leaders – via meetings, presentations, and introductions

New Policy: Guiding Principles

- Any new federal aviation policy under consideration should provide airports with:
 - **Long-term stability:** Airport improvement projects like terminals, runways and parking facilities can take 5-10 years to build. New airport funding legislation should have a multi-year horizon that gives airports the certainty they need to begin, and complete, new projects.
 - **More Local empowerment:** Airports and their local governing bodies know the best ways to raise and spend funds to ensure that the communities' needs are met. Washington should provide local communities with more flexibility to develop the programs that work best for each airport.
 - **Flexible, adequate funding sources:** The FAA projects that passenger travel will rise to more than a billion passengers by 2024. Airports must make significant infrastructure and capacity improvements in order to meet this demand. A new funding scheme should provide airports with multiple funding choices and ensure that the system has sufficient resources to meet nationwide needs.
 - **Reduced debt financing:** Airports run much like businesses, and often turn to bond markets to attract investors, and funding, to finance their projects. Without changes in the current federal airport financing scheme, some airports will have to take on unhealthy amounts of debt. The new policy should help to reduce airports' need for debt financing and work to maintain tax exempt status for airport bonds.
 - **Streamlined approval process:** The current project and financing approval process contains unnecessary bureaucracy and drives cost and complexity into projects that communities are counting on. The new policy should provide airports with clear guidance and practical pathways for approvals.

Launching the Campaign

Tools to empower all ACI-NA Members



Objective

- Provide ACI-NA members with core materials to help:
 - Emulate and extend national messages in their own communities
 - Facilitate stakeholder planning and outreach
- Additive – not extra!


Videos!

- Two videos created – suitable for use in a number of applications
 - Did you know? Airports are vital to national and local success
 - What's the future of our airport? Airports face looming challenges that may affect their ability to meet community needs

CAMPAIGN TERMINAL – www.AirportsForTheFuture.org/CampaignTerminal

CAMPAIGN TERMINAL
AirportsForTheFuture.org

HOME / RESOURCES / LATEST NEWS



Welcome to the Campaign Terminal. Here you will find information, tools and resources to help you create your own community outreach plan, with personalized versions of the ACI-NA campaign messages.

ABOUT

"Airports for the Future" is a national education campaign to foster awareness of how commercial airports play in economic growth and job creation.

Building on the publication and promotion of the **2010 NATIONAL ECONOMIC**

CAMPAIGN TERMINAL
AirportsForTheFuture.org

HOME / RESOURCES / LATEST NEWS

RESOURCES

For Airports
The Campaign Terminal offers information, tools and resources to help you create your own community outreach plan, with personalized versions of the ACI-NA campaign messages.

CAMPAIGN TOOLS

Campaign Overview
This overview provides background about the ACI-NA financial policy campaign, including history, goals and objectives, key activities, and overall messaging. Use it to bring yourself up to date on the campaign, or share with key stakeholders.

Stakeholder Identification Tool
A stakeholder is someone who is affected by, or who can affect, airport funding policy. This tool, along with instructions and examples, will help you develop a stakeholder engagement plan for your community.

Media Inventory
What communications tools do you have to help tell the story about your airport's impact in the community? This inventory is designed to help identify where you can add new messaging across existing airport channels.

FOR AIRPORTS

FOR WORLD BUSINESS PARTNERS / ASSOCIATES

FOR COMMISSIONERS

MESSAGING

Campaign Message Overview
This comprehensive document captures the national campaign messages and can be shared as a background piece at presentations or other communication pieces.

Campaign Talking Points
These key points from the national campaign can be used in speeches, media interviews and other communication pieces.

Message Worksheet
This fill-in-the-blank document is intended to help you translate the national campaign messages into your own community-specific messages that are relevant to your own community.

Sample Op-Eds
These outlines are available to help you create your own op-eds for your local newspaper.

acfi.com/campaignterminal/resources/for-world-business-partners/

CAMPAIGN TERMINAL
AirportsForTheFuture.org

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LATEST NEWS

2012

June 11th, 2012
HOTELIERS TO GOVERNMENT: FIX U.S. AIRPORTS AND VISA PROBLEMS
Travel Weekly
Some leading hoteliers at last week's New York University International Hospitality Industry conference had a blunt message for various levels of government in the U.S., ranging from local on up to federal. When it comes to international travel policies and airport operations, lead, follow or get out of the way. While the executives acknowledged that many people are resuming pre-recession travel patterns, they added that other would-be travelers are discouraged by a combination of aging U.S. airport infrastructure that can run a trip before it begins and stringent Department of Homeland Security policies that prevent wealthy travelers from countries like China and Russia from getting travel visas to the U.S. in a timely fashion.

May 31st, 2012
PORT AUTHORITY APPROVES 145,000-SQUARE-FOOT JETBLUE EXPANSION AT JFK AIRPORT
The Washington Post
The agency that runs New York's airports has approved an expansion plan for JetBlue Airways that will add 145,000 square feet of space at JFK Airport. The Port Authority of New York and New Jersey's Board of Commissioners approved the expansion plans Thursday.

May 31st, 2012
STEWART INTERNATIONAL AIRPORT UPGRADE APPROVED BY PORT AUTHORITY
The Star-Ledger
Stewart's runways will be repaved and equipped with new lighting. The Port Authority says the

MATERIALS – Trifold Brochure

DID YOU KNOW?



10,500

Global destinations are connected to US airports—and it would take 28 years to visit them all.



730 MILLION

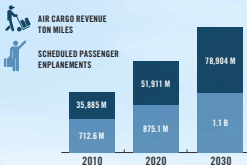
Passengers travel through America's airports yearly. That is **2 million every day!**



58 BILLION

Pounds of cargo are processed at American airports yearly.

Passengers and Cargo are expected to grow significantly in the next 20 years—further powering local economies:



LEARN MORE:



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AMERICA'S AIRPORTS:

WHERE JOB CREATION TAKES OFF



AirportsForTheFuture.org

AMERICA'S COMMERCIAL AIRPORTS ARE POWERFUL ECONOMIC ENGINES

generating billions of dollars in annual activity, and supporting millions of stable, good-paying jobs.



1.3 MILLION

people work at airports and airports support a total of 10.5 million jobs

\$365 BILLION

annual payroll created by airports

\$1.2 TRILLION

total airport output is 8% of GDP

AIRPORTS & THEIR COMMUNITIES:

AIRPORTS ARE LOCALLY OWNED AND OPERATED

Unlike other transportation infrastructure that requires taxpayer dollars, airports are funded primarily by fees paid by airport users, including airlines, passengers and businesses operating at the airport.

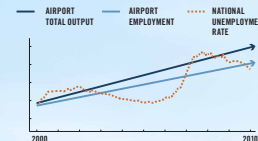
Vibrant airports are essential for communities as they seek to grow their employment base and attract new businesses.

- Airports are a significant draw to employers who are considering where to base their operations. They allow goods and people to move efficiently across the country—and across the globe.
- Airports also allow existing local companies to grow, shipping their products and ideas to new markets and opening up new opportunities.

AIRPORTS KEEP PEOPLE CONNECTED

As today's workforce becomes more mobile, and a career path can span the globe, airports help travelers get home to their families, and help families travel to each other.

America's airports are economic hubs that drive our local, state and national economies, both at the airport and throughout the community. Between 2000 and 2010, as the U.S. economy faced extremely challenging times, direct and indirect airport employment increased by over 50%, and payrolls more than doubled.



Available at: AirportsForTheFuture.org/CampaignTerminal



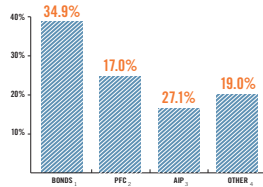
MATERIALS – Fact Sheets

FUNDING AMERICA'S AIRPORTS: NOT WHAT YOU MAY THINK

Airports are locally owned and operated – and unlike other transportation infrastructure that rely on taxpayer dollars, airports are primarily funded from fees paid by airport users, including airlines, passengers and businesses operating at the airport.

AIRPORT IMPROVEMENTS FUNDING

Terminal, runway and other enhancements have the potential to create millions of jobs without placing a burden on taxpayers.



1. BONDS, including PFC-backed bonds
2. PFC: Passenger facility charges, including PFC-backed bonds
3. AIP: Airport Improvement Program grants
4. OTHER: Includes local airport revenue, customer facility charges, state & local grants

Source: ACI-NA 2013-17 Capital Needs Survey

AIRPORTS ARE THOUGHTFUL STEWARDS OF THEIR PROJECTS AND FUNDING.

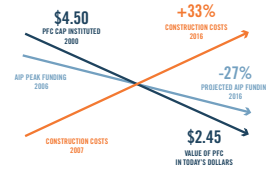
Airports are well-run and managed, achieving strong credit ratings from Wall Street even as local and state governments struggle with large budget deficits.



AirportsForTheFuture.org

CHALLENGING FUNDING ENVIRONMENT

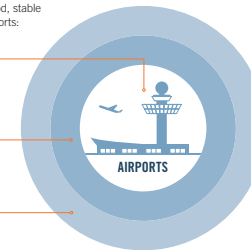
Despite an increasingly challenging funding environment, local airports continue to take a long-term approach to planning and implementing important improvement projects that will ensure their communities are able to grow.



AMERICA'S AIRPORTS: ENGINES OF GROWTH

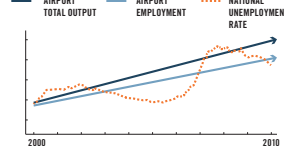
America's commercial airports generate billions of dollars in annual economic activity and support millions of good, stable jobs. According to a recent economic study, these airports:

- 1.3 MILLION** people work at airports and airports support a total of 10.5 million jobs
- \$365 BILLION** annual payroll created by airports
- \$1.2 TRILLION** total airport output is 8% of GDP

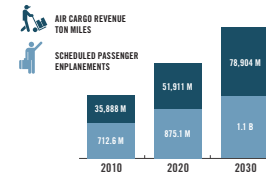


Airports have been a pillar of economic strength in a very challenging economic environment. Over the last decade airports have demonstrated significant growth:

- Over 50% growth in airport-supported jobs
- Near doubling of the total wages associated with airport-supported jobs
- More than doubling the annual economic output associated with airports



Passengers and Cargo are expected to grow significantly in the next 20 years – further powering local economies:



AirportsForTheFuture.org

➤ Available at: AirportsForTheFuture.org/CampaignTerminal

MATERIALS – Print Ads, Lightbox & LCD Screen

**AMERICA'S AIRPORTS:
WHERE JOB CREATION
TAKES OFF**

Commercial airports' jobs & economic performance checklist:

- ✓ Support 10.5 million jobs in 2010
- ✓ Account for 7% of U.S. jobs
- ✓ Generate 8% of U.S. GDP
- ✓ Total \$1.2 trillion in economic output
- ✓ Vital to U.S. global commerce

Airports = Economic Hubs for Our Communities
Learn More: AirportsForTheFuture.org

BROUGHT TO YOU BY:

AIRPORTS COUNCIL
INTERNATIONAL

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➤ Available at: AirportsForTheFuture.org/CampaignTerminal

Campaign Success: What it will take

- Individual airports across the country are doing amazing things – a challenge of this campaign will be to elevate and share them as best practice examples and as proof points in the national narrative
 - Each of YOU can contribute to campaign success by showing campaign leadership – adopting messaging, and sharing examples of successful community outreach

THANK YOU!

