

**Vision Plan  
2023-2027**

**Wilmington  
International Airport**

Board Approved: 3/1/2023



**ILM**

# Vision Plan 2023-2027

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**Wilmington  
International  
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**Vision Plan  
2023-2027**

*Executive Summary*

**Wilmington  
International Airport**



**ILM**

# Vision Plan 2023-2027 Executive Summary



Wilmington International Airport (ILM) is classified as a small-hub, commercial service airport that supports the passenger demands of Wilmington and Southeastern North Carolina. The airport is owned by New Hanover County with administrative and operational control granted by statute to the New Hanover County Airport Authority (NHCAA). The administrative duties related to operating the airport are conducted by a staff of 10 full time employees led by the Airport Director.

Prior to Covid, the airport's passenger demand was trending upward, and plans were being made to accommodate additional capacity to meet the demand. Covid tamped passenger levels for 2020 and 2021; however, in 2022 airline service was announced to five new, nonstop markets by two additional airlines and existing carriers upgauged the size of aircraft service on many routes. This growth created a significantly higher level of seats available to the market leading to record enplanement levels at ILM in 2022. Additionally, 2023 is on track to break the 2022 record year in terms of passenger demand. Increasing passenger demand is a blessing which requires a robust and carefully planned capital program to ensure that the airport facility can properly and adequately meet the passenger demand. The opportunity to properly plan for the future Capital Improvement Program for ILM included a four-pronged Vision Planning study process, with information prepared by the Airport Director and his staff then presented to the Airport Authority for consideration in February 2023 and for action in March 2023. Various specialized consultancies assisted with the production and presentation of the plan to the Airport Authority.

The Vision Plan was segmented into four strategic components:

- Business Development
- Financial Plan
- Five-year Capital Plan (CIP)
- Marketing and Air Service Development

Wilmington International Airport

## BUSINESS DEVELOPMENT



ILM is first and primarily an airport supporting the movement of passengers and cargo from ground to air via airlines and general aviation aircraft; however, it is also a business supporting local, regional, and national commerce. In fact, it's this very role, support of interstate commerce, that requires the airport to also serve as a fully functional business enterprise. The business development aspect of the Vision Plan considers airport business opportunity elements on both airside and landside functions. The airside functions directly support the movement of aircraft transitioning passengers and cargo to and from the region. The airside functional elements include the airport terminal building, general aviation fixed base operators, aviation businesses, and other tenants supporting aircraft operations. The landside aspects include other revenue generating elements supporting both aviation and non-aviation entities. Landside aviation support can include passenger parking, specialized aviation operations, and private user facilities. Landside development can also include a variety of non-aviation development opportunities to bolster and diversify airport revenue streams. ILM has a sizable and very successful non-aviation business park with tremendous potential. The most recent business park expansion will result in significant growth to the bottom line which in turn provides greater opportunity to maintain, improve, and increase the airport's size and functionality.



## Recent Improvements Include:

- Circle K opened a gas station and convenience store, located at the corner of 23rd St. and Airport Blvd.
- Aero Center Wilmington, a second fixed-base operator (FBO), opened.
- CIL Capital, LLC announced their plans to invest \$100 million for the development of a 500,000 square foot storage and distribution facility for the life sciences industry, located on the grounds of the ILM Business Park. CIL Capital also announced plans to invest an additional \$50 million to develop an additional 250,000 square foot cold storage facility.
- ILM Hotel Partners, LLC has announced their plans to build an on-airport hotel with 150 rooms, restaurant, and meeting space.



Future business development plans will continue to include expansion of aviation properties in response to demand and the business park as a phased approach as opportunities present.

## FINANCIAL PLAN



Section 2 of the Vision Plan includes detailed summaries of airport financial datasets. One of the most important general financial indicators for commercial airline airport financial evaluations is the cost per enplanement (CPE) ratio. This ratio varies according to many factors, but generally, the lower the better if the airport intends to attract and keep its air service viable and growing. Lower CPE values indicate to airlines that the airport's cost structures are reasonable and supportive of potentially higher profitability. ILM currently

maintains a CPE of \$4.23, lower than the average CPE for the small hub airport category of \$7.41 (which ILM is in). As a result of this low CPE and the overall market potential, airline service at ILM is thriving as outlined in the Marketing and Air Service Development segment of this report.

The financial platform of ILM is buoyed by a low operating expense and minimal debt that is substantially lower than its peers. With the influx of Covid relief funds and a significant increased revenue from recent additions to the business park, the airport currently maintains a high level of cash on hand (COH). Current COH extends to approximately 2,000 days expenses on hand, much higher than the average peer group airport in comparison. The Vision Planning Session held with the NHCAA concluded with the decision to expend the COH for important capital projects and maintain 600 days COH going forward.

### Benchmark Summary of Similar Airports

Metric	ILM	Similar Sized Airports Based on Enplaned Passengers	
		Average of All Small Hubs	Average of Sample Airports
Enplaned Passengers	506,898	1,169,033	568,886
CPE	\$4.23	\$7.41	\$6.70
Landing Fee	\$2.11	\$2.52	\$2.42
Concession Revenue per Enplanement			
Concession Revenue	\$0.66	\$1.41	\$1.07
Ground Transportation (parking, rental car, etc.)	\$12.45	\$11.11	\$11.11
FTE	114	72	48
Salary & Ben per FTE	\$89,451	\$88,267	\$75,028
Outstanding Debt Service per Enplanements	\$6.02	\$52.50	\$35.19
Days Cash on Hand	1,580	564	607

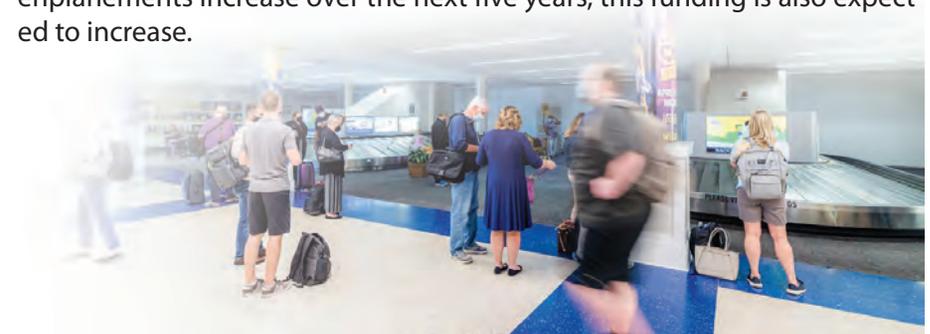


## Net Revenue and DCOH

	Enplaned Passengers	Unrestricted Cash and Investments	Days Cash on Hand
Wilmington International	506,898	\$31,543,022	1,580
Average of all small hubs	1,169,033	\$33,772,941	564
Average of sample airports	568,886	\$20,132,311	607



It is clear that ILM will receive at least \$106 million in funding to support capital projects over the next five years through a variety of sources (identified on the table below) such as the FAA, the State DOT, and fees collected from rental car users and airline passengers. (There are no local tax dollars supporting this capital program). It is also important to note that 2021 enplanements were used to estimate grant proceeds for these projects. As enplanements increase over the next five years, this funding is also expected to increase.



## Five-Year Funding Schedule (amounts are based on 2021 enplanement levels)

Year	Federal		State	PFC	CFC*	Loan	Reimbursement Grants	Total
	AIP	AIG						
2022	-	-	\$5,566,935	\$6,270,509	\$3,986,248			\$15,823,692
2023	\$3,250,000	\$3,250,000	\$6,755,913	\$2,000,000	\$454,685	\$3,518,116	\$4,001,110	\$23,229,824
2024	\$3,250,000	\$3,250,000	\$6,755,913	\$2,000,000	\$454,685	\$3,000,000	\$3,615,329	\$22,325,927
2025	\$3,250,000	\$3,250,000	\$6,755,913	\$2,000,000	\$454,685		\$4,022,629	\$19,733,227
<b>Subtotal</b>	<b>\$9,750,000</b>	<b>\$9,750,000</b>	<b>\$25,834,674</b>	<b>\$12,270,509</b>	<b>\$5,350,303</b>	<b>\$6,518,116</b>	<b>\$11,639,068</b>	<b>\$81,112,670</b>
2026	\$3,250,000		\$6,755,913	\$2,000,000	\$454,685			\$12,460,598
2027	\$3,250,000		\$6,755,913	\$2,000,000	\$454,685			\$12,460,598
<b>Subtotal</b>	<b>\$6,500,000</b>	<b>-</b>	<b>\$13,511,826</b>	<b>\$4,000,000</b>	<b>\$909,370</b>	<b>-</b>	<b>-</b>	<b>\$24,921,196</b>
<b>Total</b>	<b>\$16,250,000</b>	<b>\$9,750,000</b>	<b>\$39,346,500</b>	<b>\$16,270,509</b>	<b>\$6,259,673</b>	<b>\$6,518,116</b>	<b>\$11,639,068</b>	<b>\$106,033,866</b>

### Discretionary funding sources:

- Reserves
- BIL ATP
- State
- FAA
- Loan Proceeds

\* - Annual CFC amounts are net of annual loan payments

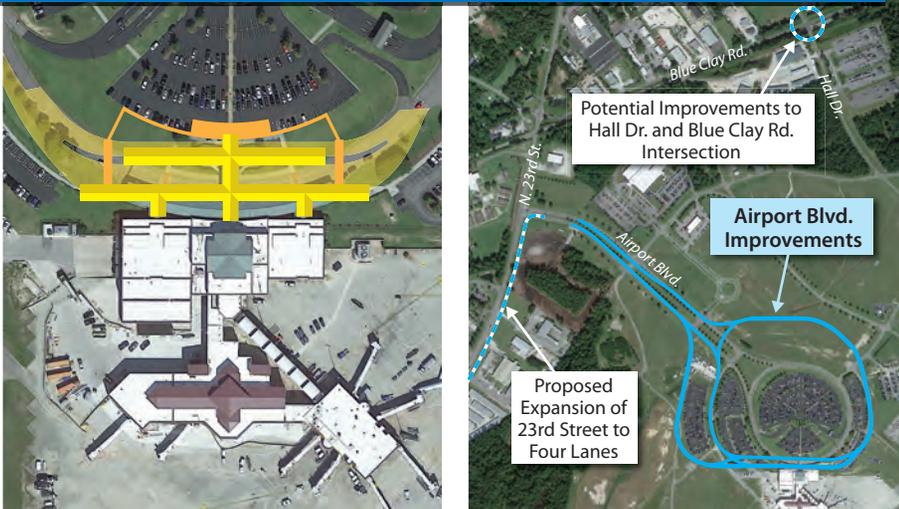
## FIVE-YEAR CAPITAL PLAN



Airport development and maintenance is a vital component of its overall operation. Airports must prepare an airport capital improvement program (ACIP) under the supervision and approval of the FAA. The ACIP is key in setting the stage to establish eligibility and authorization for federal funding assistance. As an annual process, ACIPs can be modified to suit ever changing needs of the airport and its users. The Vision Plan outlines the current Five-Year ACIP, considering grants available both in hand and expected from the FAA and NCDOT. Discussions centered primarily around capacity constraints of the terminal building, associated roadways and parking lots, as well as a necessary runway pavement overall to the airport's primary runway and upgrades to taxiways.

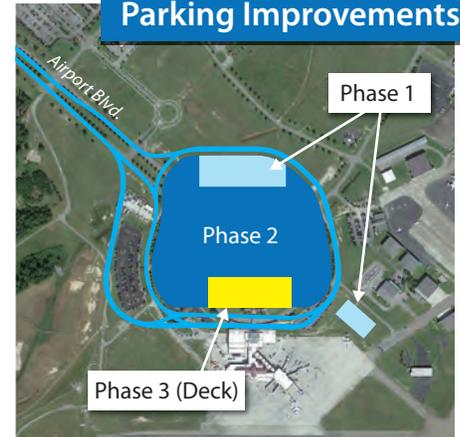
The airport experienced its highest enplanement level in 2022, placing strain on facilities during peak periods, especially on parking facilities, land-side roadways and at the terminal curb front. During the winter holiday season, airport parking was short by approximately 350 spaces. To address these constraints, the plan includes realigning Airport Blvd., reconfiguring the terminal curb to meet current demand, and expanding parking to meet future demand in various stages over the next five years. The expanded loop and elongated terminal curb will better serve ground vehicle access to

### Terminal Curb Front and Roadway Infrastructure Improvements



the airport and allow for space to provide more parking and access. The new routes and upgauged aircraft seating on existing routes will likely push enplanement levels in 2023 beyond 625,000 (1,250,000 total annual passengers). This means ILM needs 600 new parking spaces now to meet current demand, which will bring parking up from 1500 total spaces to 2100 total spaces. Over the next five years, ILM plans to grow parking to at least 3,000 available spaces with additional options for expansion to 4,000 spaces if needed. Plans for a parking deck constructed at the tail end of that time frame will accommodate growth at ILM for the next 10 to 15 years. The Vision Plan outlined a reasonable parking plan to set aside a five-acre parcel on airport property just outside the loop for a temporary parking lot. The temporary lot will be useful in phasing the various road realignment, terminal curb, and parking improvement projects over the next 5+ years.

### Parking Improvements



### Enplanement-Driven Parking Demand

Phase	EPAX	Add	Total
1	550,000	333	1,833
2	750,000	667	2,500
2 Alt*	900,000	500	3,000
3	1,200,000	1,000	4,000

\*2 Alt assumes expansion of new surface lot into future deck footprint

#### Surface Parking

Maximizes on-airport parking at 3,000 spaces as annual enplanements approach 900,000. This is space available inside the loop.

#### Garage Parking

Planning, design, and engineering anticipated to start prior to ILM reaching 675,000 enplaned passengers.

Deck would need to be constructed prior to reaching maximum internal loop space because spots will need to be removed so the deck can be constructed (estimated 500 to 750 spaces removed).

Alternatively, the deck could be built later if space in the business park is reserved to be used as a remote parking lot during construction.

The airport plans to fund the five-year capital plan in the following ways:

FUNDING	
Available grant funding	106,000,000
Total cost of projects	166,000,000
<b>Five-year capital plan - additional funding need</b>	<b>(60,000,000)</b>
ADDITIONAL FUNDING SOURCES	
Reserves	20,000,000
Discretionary grants	30,000,000
Debt	10,000,000
<b>Total</b>	<b>60,000,000</b>
PROJECT SUMMARY	
Parking improvements	\$43,000,000
Curb front improvements	\$24,000,000
Airport Boulevard improvements	\$25,000,000
Terminal expansion and future improvements	\$27,000,000
Runway and taxiway improvements	\$30,000,000
General planning, airfield, and infrastructure improvements	\$10,000,000
General aviation infrastructure improvements	\$2,000,000
Business and aeropark improvements	\$5,000,000
<b>Total</b>	<b>\$166,000,000</b>

No escalation was included for the project cost estimates, however no increase in grant funding levels, PFC, or CFC were included either. At this stage of the planning process, we feel this is an adequate offset.

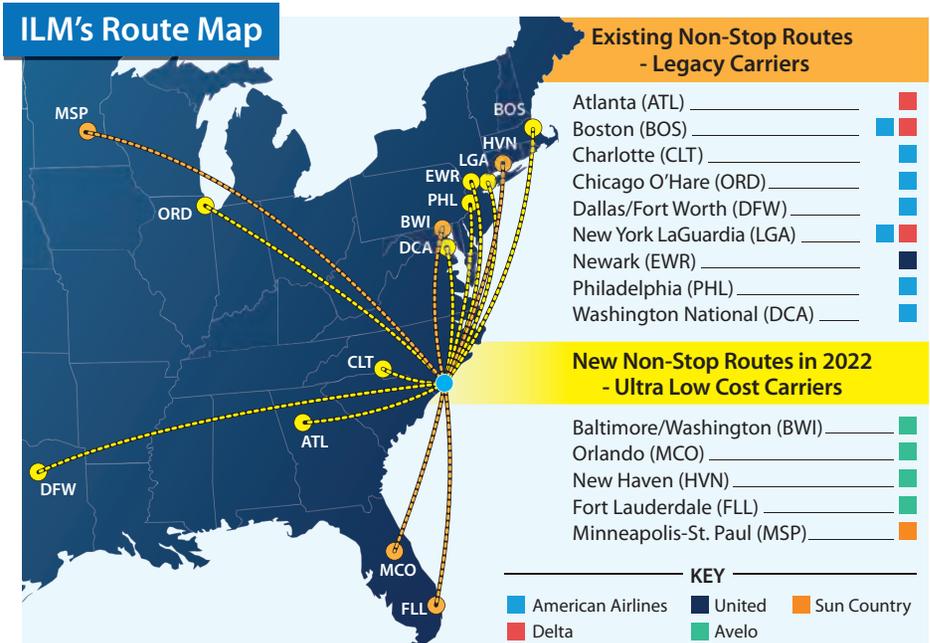
## MARKETING AND AIR SERVICE DEVELOPMENT



Commercial service airports rely on their airline partners to be supportive with high levels of service connecting passenger markets with the strongest demand. Not all airports can support high levels of commercial service and the industry has become severely hamstrung by pilot shortages and other business limitations. As a result, airlines are very selective in choosing how to operate and when to expand within any given market. ILM proved to be a good choice for its existing airline partners with legacy carriers providing larger aircraft on several routes, resulting in a high number of seats to those market pairs. ILM had five new nonstop routes added in 2022, Fort Lauderdale, Orlando, New Haven, Baltimore, and Minneapolis St. Paul. Several of the markets were added by a new entrant, Avelo Airlines. As a result of the upgauged aircraft and new nonstop service, ILM consistently ranked above NC and the US for seats in the market and capacity recovery post-pandemic.

While recent airline service development has been primarily positive for ILM, airport staff and the NHCAA are not resting on these successes. The Vision Plan outlined a specific strategy to engage local public and private entities to secure funding for airport and community incentive programs. Due to federal regulation, airport revenues are limited in use and exclude the option to help support short term losses or destination marketing campaigns. These programs could be strategically utilized in such a manner to support new nonstop market routes such as Nashville, Tampa, Denver, and LA.

The Authority also recognized the increase in passengers over prior years. ILM exceeded pre-pandemic passenger numbers in 2022 and set a new passenger record for the year, serving 1,086,245 passengers. The growth in airlines, nonstop routes, and seats in the market will likely push enplanements to an even higher record in 2023, with over 625,000 annual enplanements. Marketing is important to ensure the success of existing and new service. ILM increased its marketing budget to amplify marketing the airport as well as new airlines and new nonstop routes. Marketing results included 1 million+ new website page views with a 75 percent increase in website users, 9.4 million social media impressions and an 816 percent increase in post link clicks. Further, two new airlines were announced, and five new nonstop routes were announced. ILM notes the importance of continuing a robust marketing program to support ILM, aviation partners, and air service development efforts.



# Vision Plan 2023-2027

## *Section One Business Development*

**Wilmington  
International Airport**



**ILM**

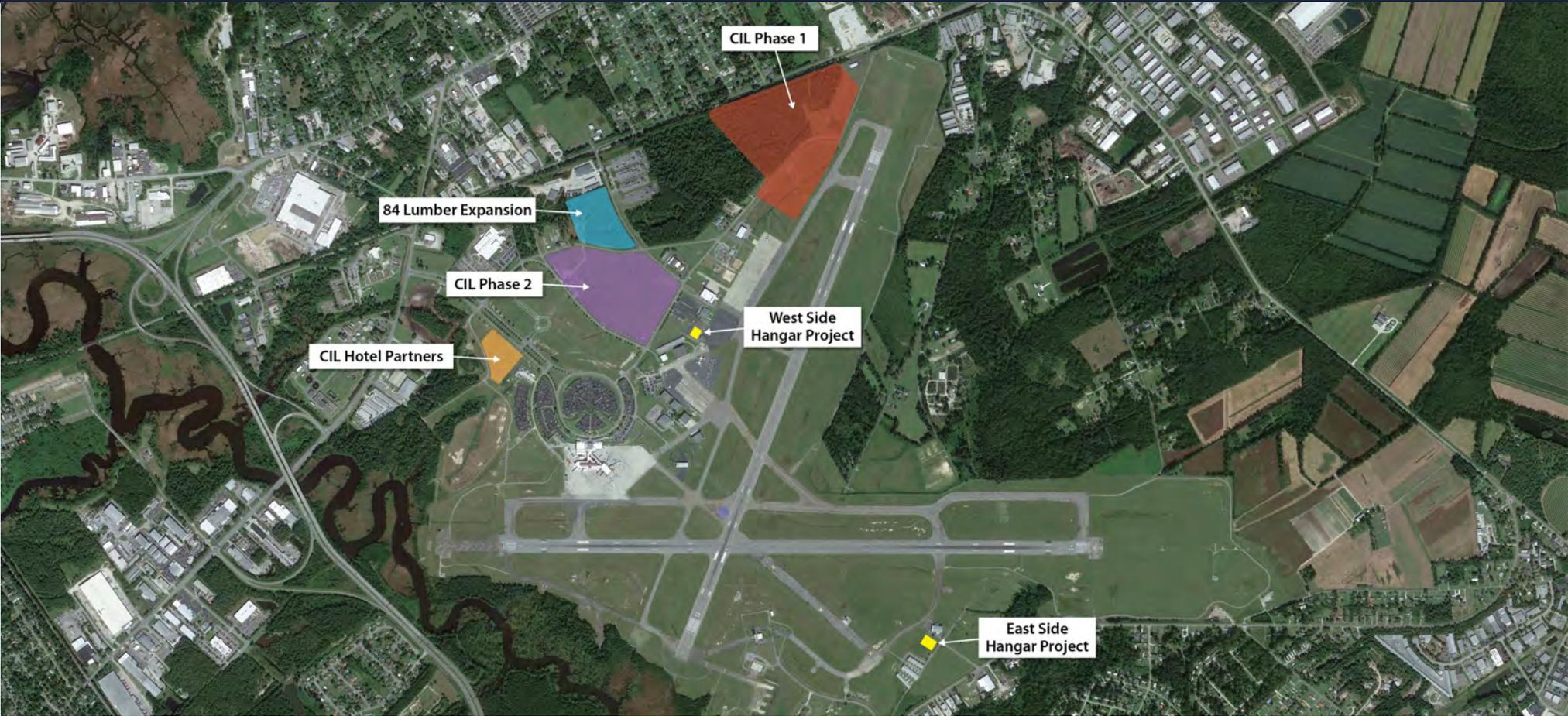
# Active Projects

(not including Airport Authority managed capital projects)

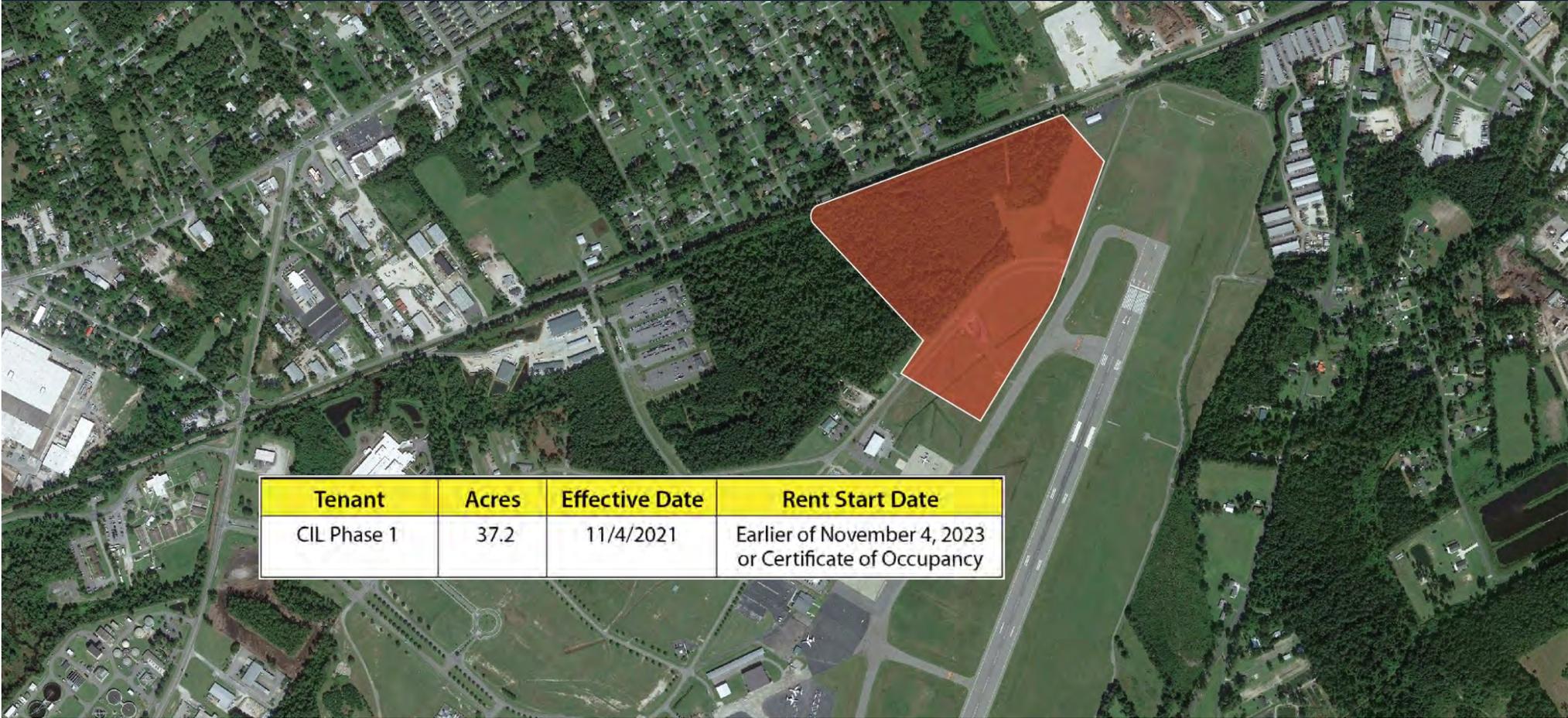
1. CIL – Ground Lease
2. CIL 2 – Ground Lease
3. CIL 3 – Ground Lease
4. Hotel – Ground Lease
5. 84 Lumber – Ground Lease
6. GA Hangar - Westside
7. GA Hangar – Eastside



# Active Projects Update

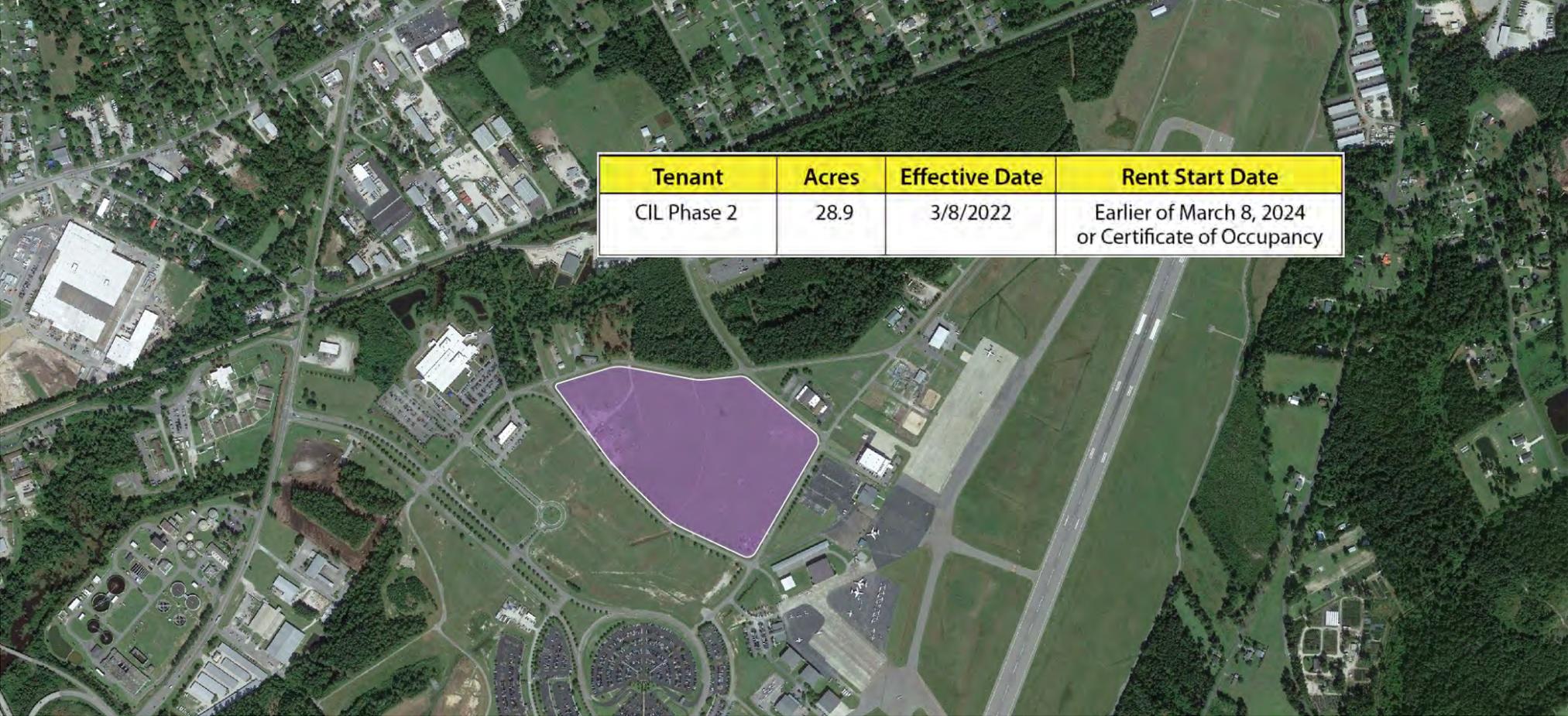


# Active Projects Update



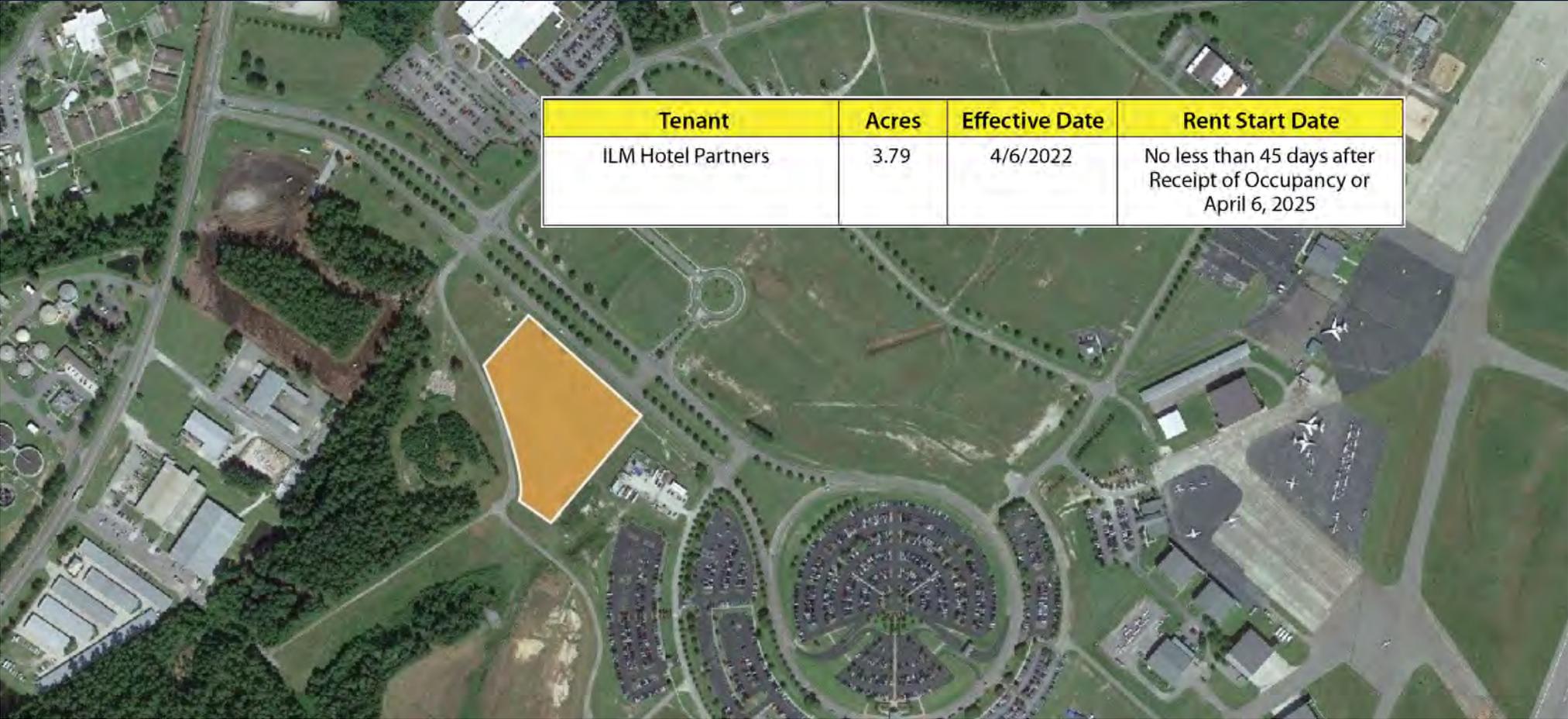
Tenant	Acres	Effective Date	Rent Start Date
CIL Phase 1	37.2	11/4/2021	Earlier of November 4, 2023 or Certificate of Occupancy

# Active Projects Update



Tenant	Acres	Effective Date	Rent Start Date
CIL Phase 2	28.9	3/8/2022	Earlier of March 8, 2024 or Certificate of Occupancy

# Active Projects Update



Tenant	Acres	Effective Date	Rent Start Date
ILM Hotel Partners	3.79	4/6/2022	No less than 45 days after Receipt of Occupancy or April 6, 2025

# Active Projects Update



Tenant	Acres	Effective Date	Rent Start Date
84 Lumber Expansion	10.8	6/1/2022	Earlier of December 1, 2023 or Certificate of Occupancy

# Active Projects Update

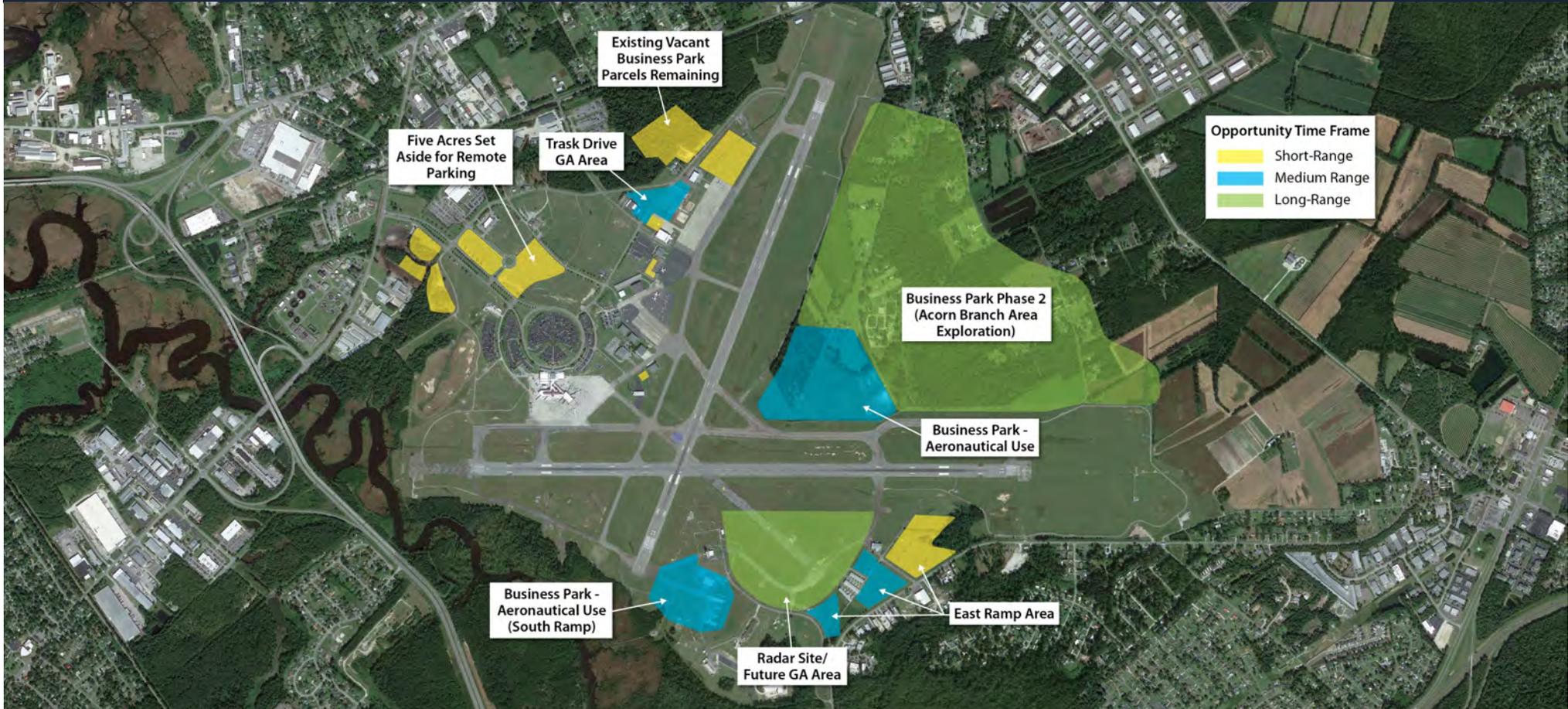


West Side  
Hangar Project

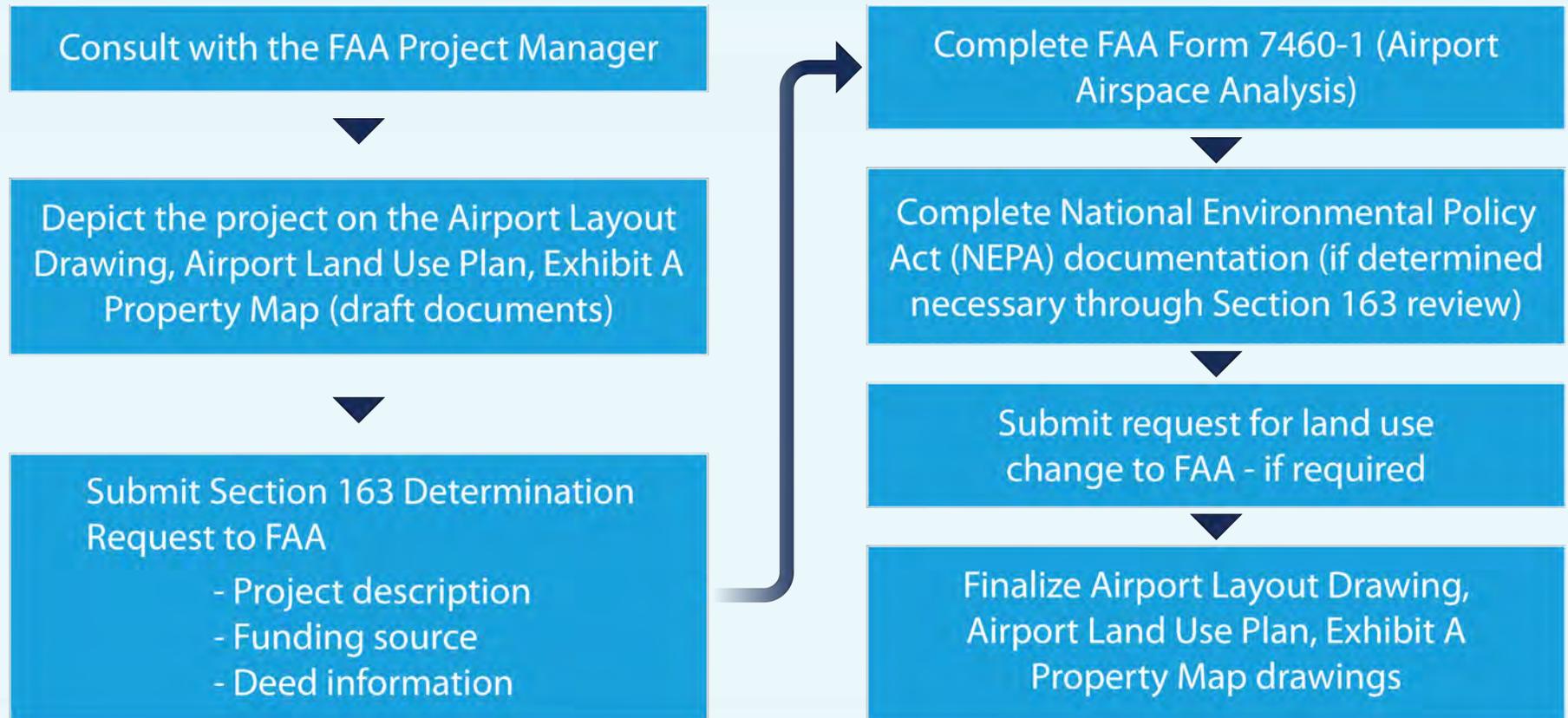
# Active Projects Update



# ILM Development Map



# Process to Build on Airport Property



# Discussion

- Planning/Environmental Consultant
- Discuss/define land prioritization
- RFP Terminal Concessions



**ILM**

# Business Development Outcomes

## Discussion Items:

- Terminal building concession RFP responses recently received were discussed with renderings provided. The findings will be discussed at March meeting.

## Key Policy Decisions:

- Should business park expansion opportunities be included on the updated airport layout plan (ALP)?

**Decision:** Yes, work to update ALP with the plan to allow for airport growth as reasonable.

- Should staff proceed with advanced planning including Part 163 and environmental clearances necessary for business park plans/future growth beyond current tenants?

**Decision:** Yes.

# Business Development Outcomes

## Key Policy Decisions:

- Should funding be planned for in five-year capital budget for business and aero park improvements?

**Decision:** Yes, set aside \$5 million for this type of investment over the next five years.

- Should land be purchased in and around the airport for future growth as it becomes available at fair market value?

**Decision:** Yes, if area residents/owners make their property available for purchase at or below fair market value.

- Inventory of all existing utilities and land types. Examples: surplus land act land vs. purchased by the Authority with cash vs. PFC's (create GIS system for this inventory over next few years).

**Decision:** Important to board.

# Vision Plan 2023-2027

## *Section Two* *Financial Plan*

**Wilmington  
International Airport**



**ILM**

# Benchmark Summary of Similar Airports

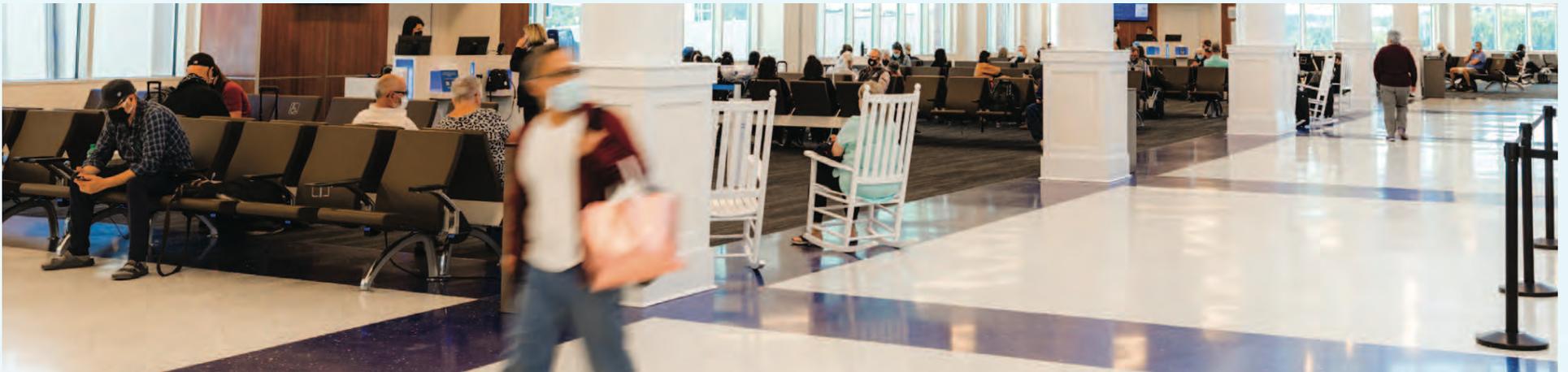
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Concession Revenue per Enplanement			
Concession Revenue	\$0.66	\$1.41	\$1.07
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# Net Revenue and DCOH

	Enplaned Passengers	Unrestricted Cash and Investments	Days Cash on Hand
<b>Wilmington International</b>	<b>506,898</b>	<b>\$31,543,022</b>	<b>1,580</b>
Average of all small hubs	1,169,033	\$33,772,941	564
Average of sample airports	568,886	\$20,132,311	607

Source: FAA Form 5100-127 downloaded on October 12, 2020

DCOH ranges from 75 days to 1,994 days for small hub airports



# Outstanding Debt

	Enplaned Passengers	Outstanding Debt Service
<b>Wilmington International</b>	<b>506,898</b>	<b>\$3,050,000</b>
Average of all small hubs	1,169,033	\$61,379,425
Average of sample airports	568,886	\$20,019,870

Source: FAA Form 5100-127 downloaded on October 12, 2020



# Customer Facility Charge (CFC) Charged to Passenger Rental Cars

	Customer Facility Charge
<b>Wilmington International Airport</b>	<b>\$3.75</b>
Average of sample airports	\$3.47
Average of all small hubs	\$4.15

Source: FAA Form 5100-127 downloaded on October 12, 2020

CFCs range from \$1.00 to \$9.00 for small hub airports



# Five-Year Funding Schedule

(amounts are based on 2021 enplanement levels)

Year	Federal		State	PFC	CFC*	Loan	Reimbursement Grants	Total
	AIP	AIG						
2022	-	-	\$5,566,935	\$6,270,509	\$3,986,248			\$15,823,692
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**Discretionary funding sources:**

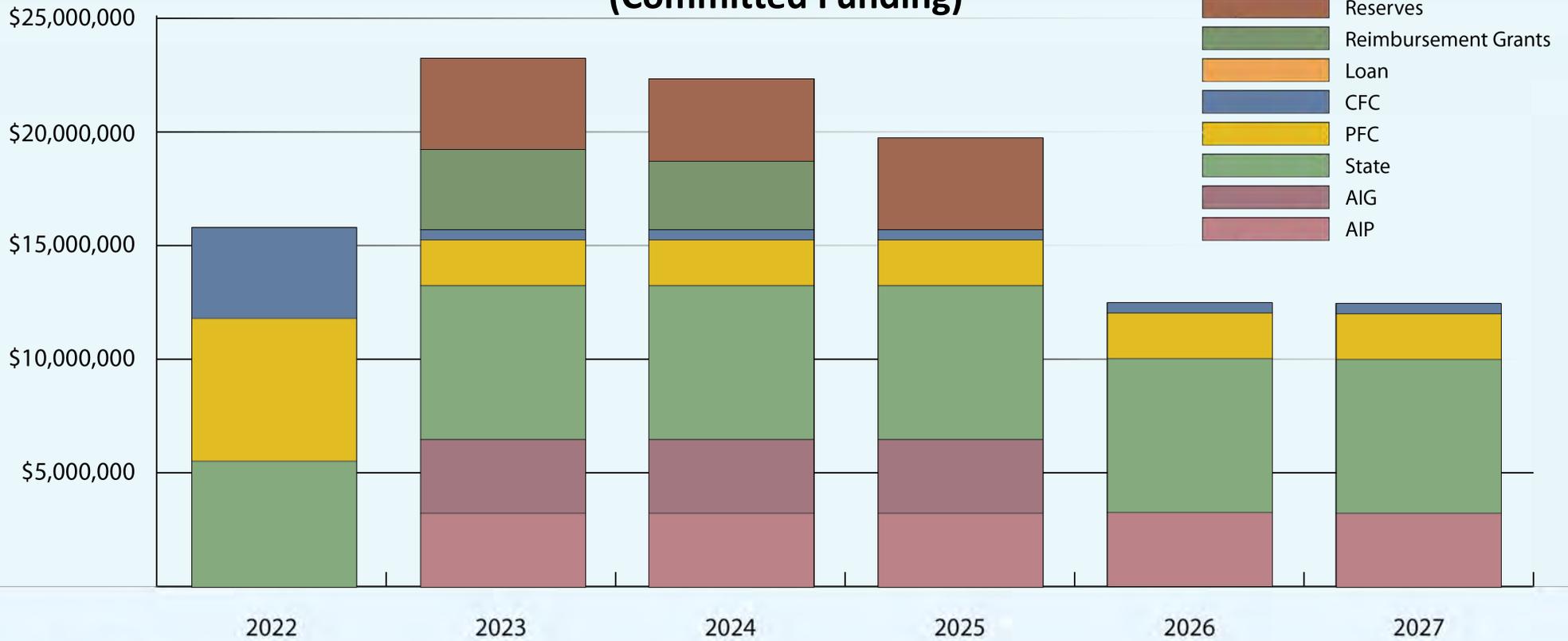
- Reserves
- BIL ATP
- State
- FAA
- Loan Proceeds

\* - Annual CFC amounts are net of annual loan payments



# Five-Year Funding Schedule

(Committed Funding)



# Discussion

## Topics

- Areas of Opportunity
  - Rental Car
    - FBO
    - Turo
  - Food, Beverage, and Retail
- Cash On-Hand
- Capital Funding



**ILM**

# Financial Plan Outcomes

## Discussion Items:

- Costs Per Enplanement (CPE) is \$4.23, lower than average for small hub airports of \$7.41 and sample airports of \$6.70.  
**Decision:** Is good for economic and air service development and will stay committed to this concept of keeping CPE low.
- Parking contract needs to be extended for up to two years before going to RFP or bringing in-house.  
**Decision:** Extend contract one year with an option for ILM to extend one additional year.
- Parking improvements are needed (to be discussed in CIP section).
- Rental car negotiations required this year.
- Full-time employees (FTE) are fewer than needed with up to 10 additional needed in 2023/24. Next FY budget cycle will include additional FTEs and contract services to support growth and capital needs.  
**Decision:** Board agrees with this. Detailed plans will go before committees.

# Financial Plan Outcomes

## Key Policy Decisions:

- How much money do you want to set aside over the next five years for business and aero park expansion?
  - **Decision:** \$5 million
- How much cash should ILM keep on hand?
  - **Decision:** In line with similar small hub airports as a benchmark, 600 days of cash on hand is sufficient.
- Current CFC is on low end of benchmarked airports.
  - **Decision:** ILM should increase CFC in future years, given capital needs to support rental car operations.
- Turo and potentially other car sharing brands are operating at the airport without paying fees or under any user agreements.
  - **Decision:** Do not permit Turo to operate on airport for less than what rental car companies are paying. Investigate further and report back to finance committee.

# Vision Plan 2023-2027

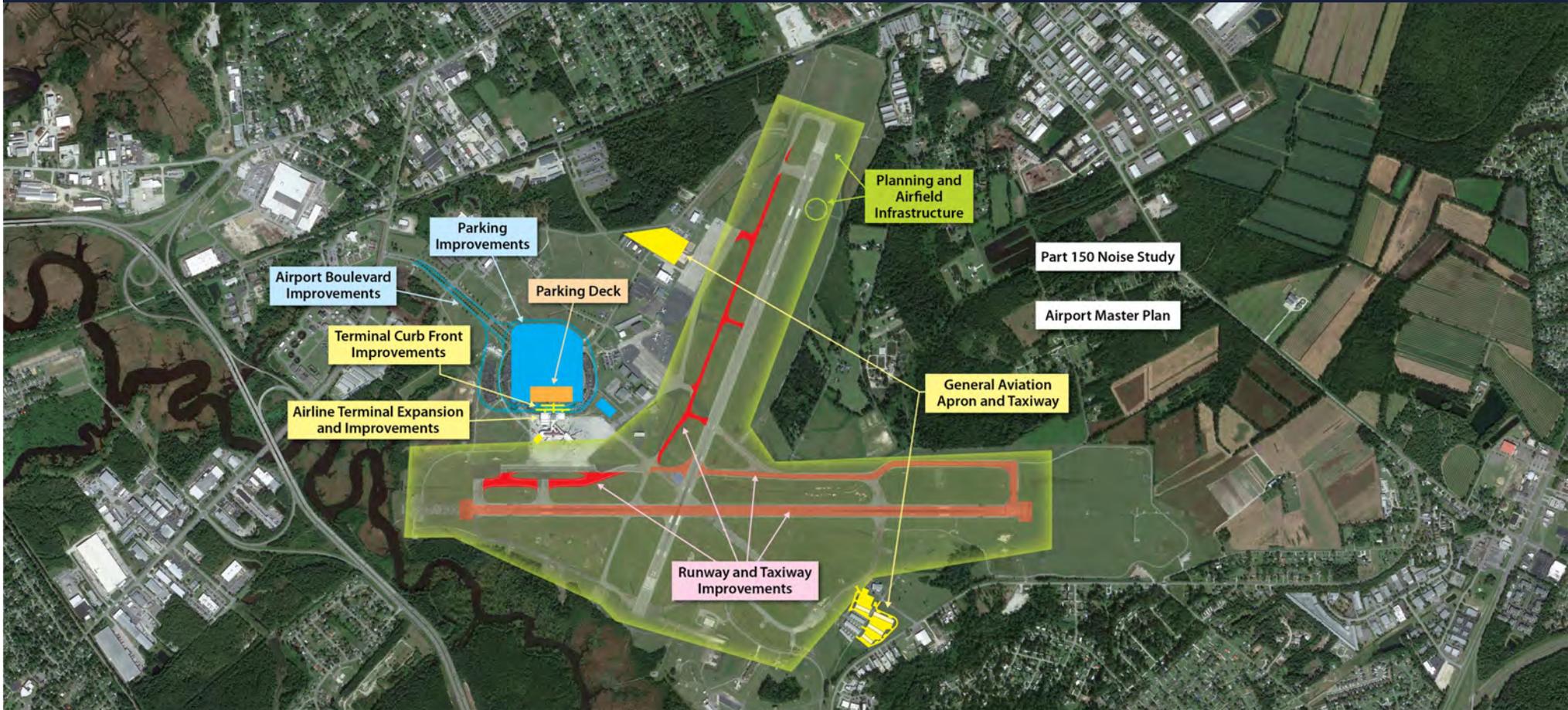
## *Section Three* *Five-Year Capital Plan*

**Wilmington  
International Airport**



**ILM**

# Five-Year Capital Plan



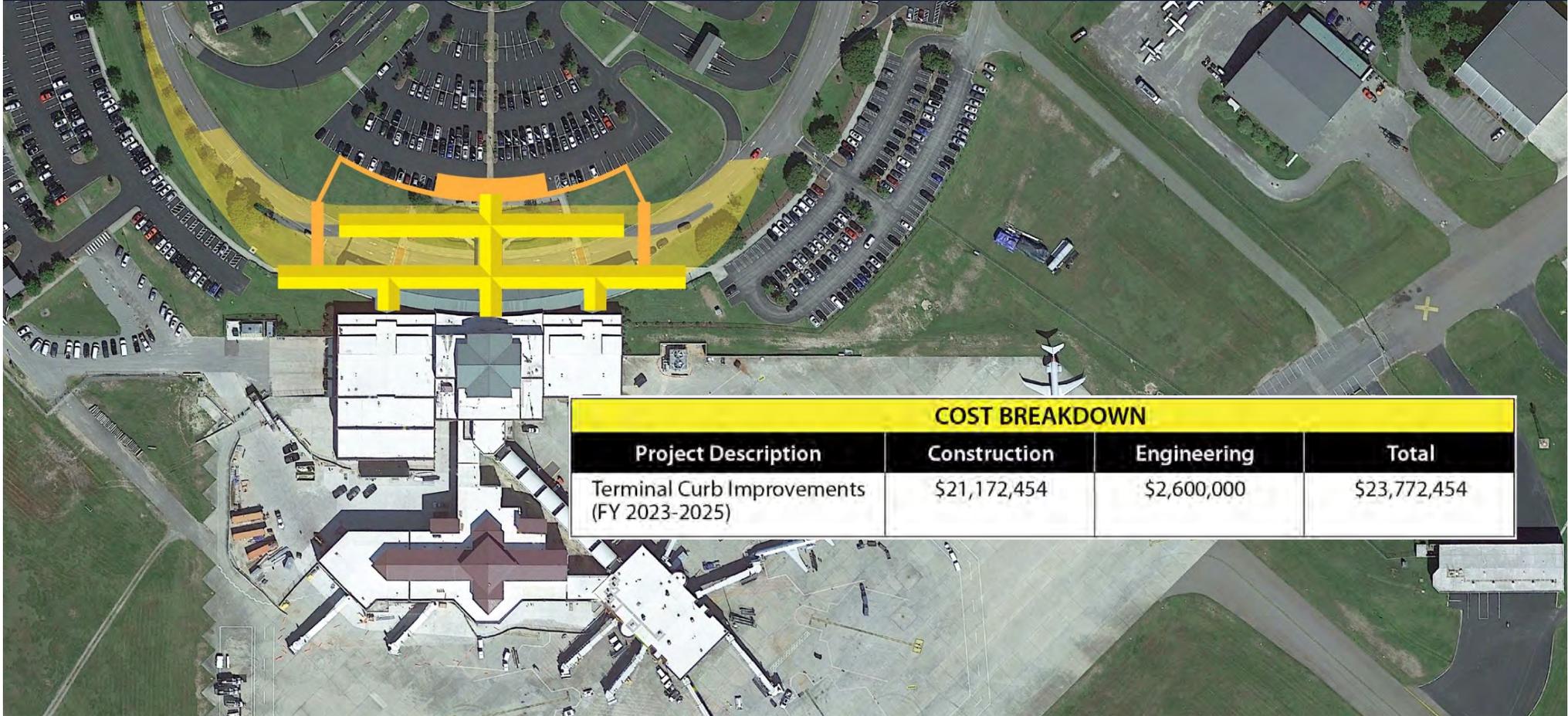
# Five-Year Capital Plan

# Project Planner

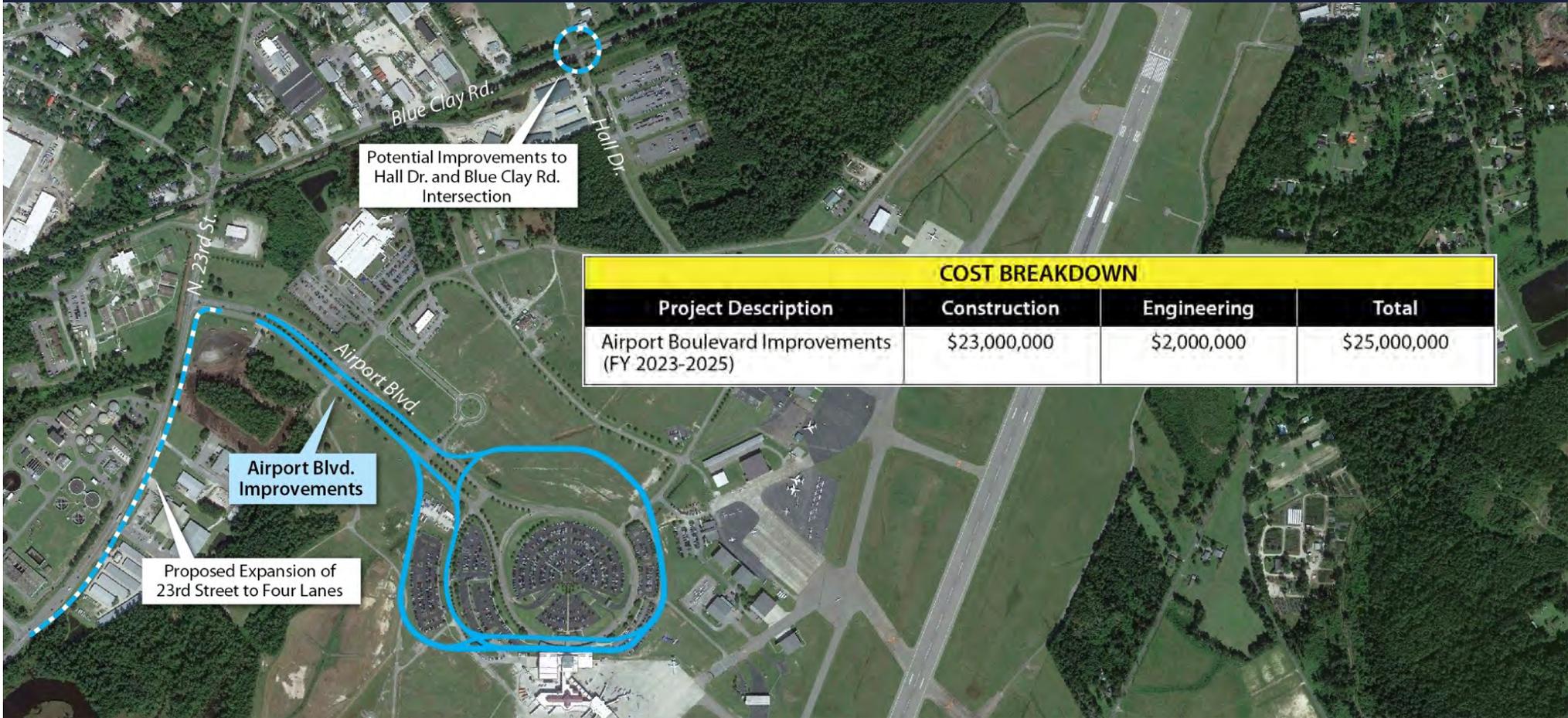
ACTIVITY	QUARTERS																			
	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3	2025 Q4	2026 Q1	2026 Q2	2026 Q3	2026 Q4	2027 Q1	2027 Q2	2027 Q3	2027 Q4
Terminal Curb Front Improvements																				
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Terminal Expansion & Future Improvements																				
Runway & Taxiway Improvements																				
General Planning, Airfield & Infrastructure Improvements																				
General Aviation Infrastructure Improvements																				
Business & Aviation Park Improvements																				

 Active Project Phase

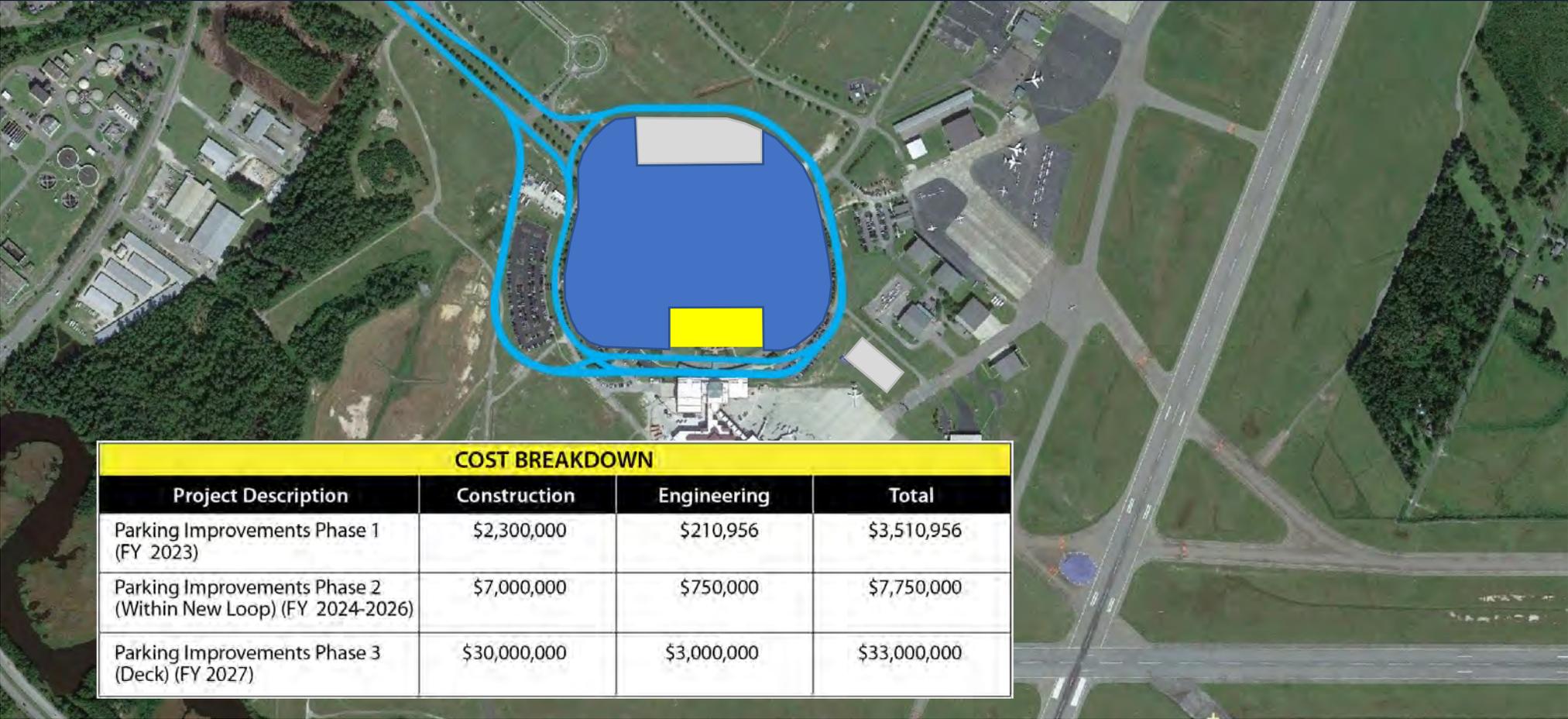
# Terminal Curb Front Improvements



# Roadway Infrastructure Improvements

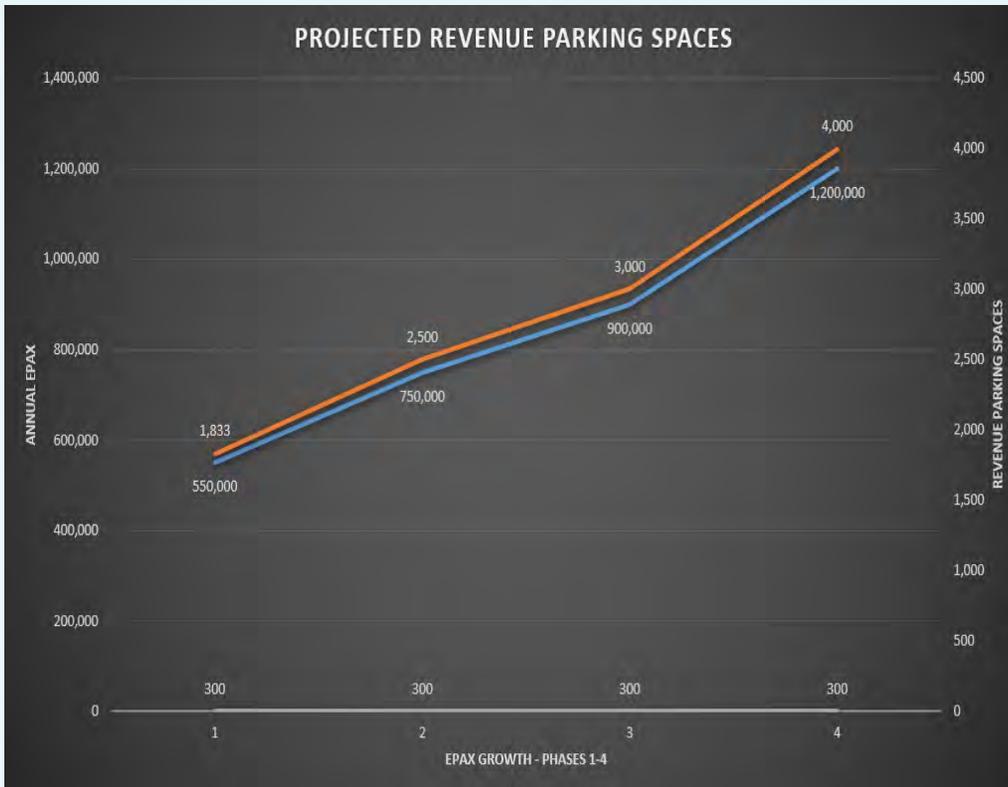


# Phase 1, 2, and 3 Parking Improvements



COST BREAKDOWN			
Project Description	Construction	Engineering	Total
Parking Improvements Phase 1 (FY 2023)	\$2,300,000	\$210,956	\$3,510,956
Parking Improvements Phase 2 (Within New Loop) (FY 2024-2026)	\$7,000,000	\$750,000	\$7,750,000
Parking Improvements Phase 3 (Deck) (FY 2027)	\$30,000,000	\$3,000,000	\$33,000,000

# Enplanement-Driven Parking Demand



Projection assumes 300 EPAX/revenue parking space

## PHASED CAPITAL PROGRAM

PHASE	EPAX	ADD	TOTAL
1	550,000	333	1,833
2	750,000	667	2,500
2 Alt*	900,000	500	3,000
3	1,200,000	1,000	4,000

\*2 Alt assumes expansion of new surface lot into future deck footprint

### SURFACE PARKING

Maximizes on-airport parking at 3,000 spaces as annual enplanements approach 900,000. This is space available inside the loop.

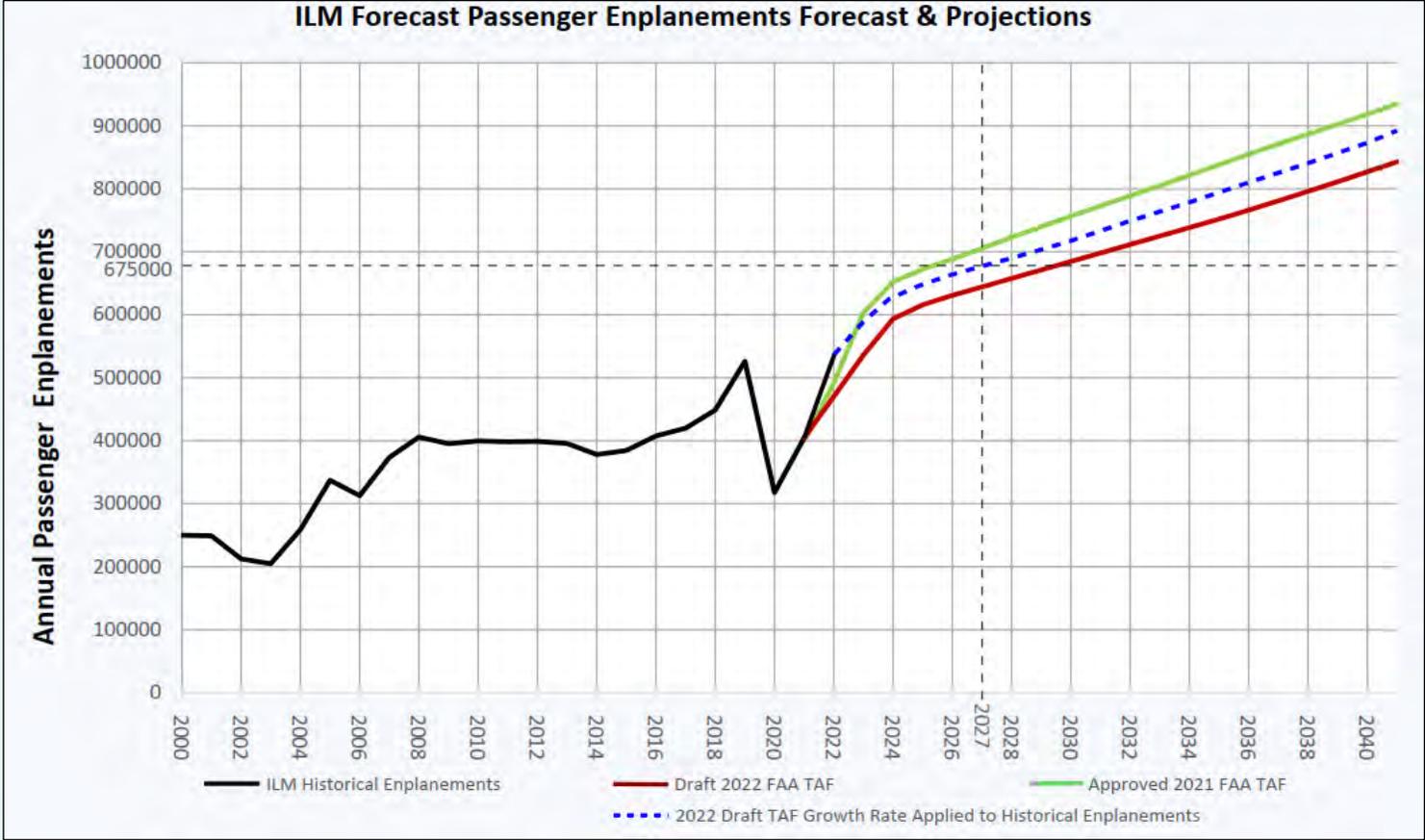
### GARAGE PARKING

Planning, design, and engineering anticipated to start prior to ILM reaching 675,000 enplaned passengers.

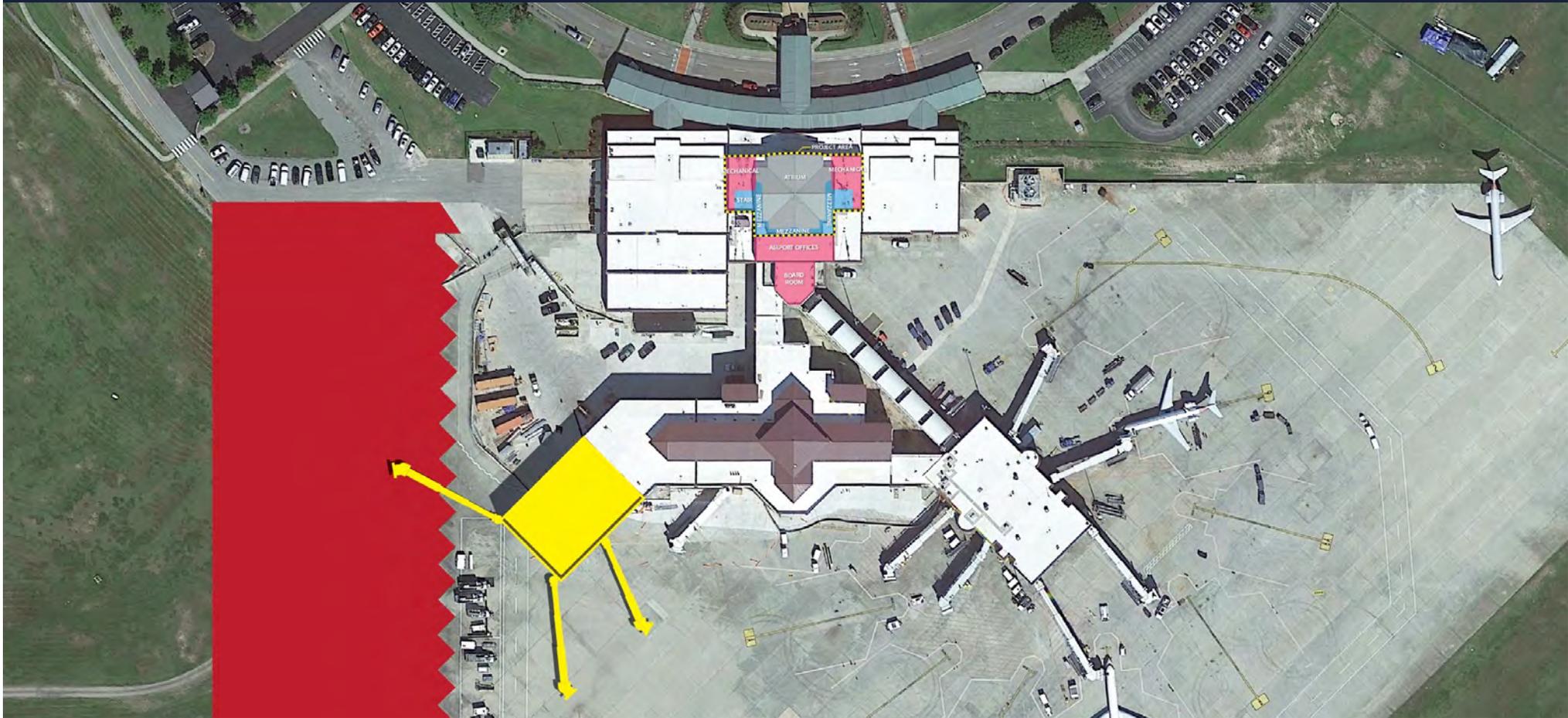
Deck would need to be constructed prior to reaching maximum internal loop space because spots will need to be removed so the deck can be constructed (estimated 500 to 750 spaces removed).

Alternatively, the deck could be built later if space in the business park is reserved to be used as a remote parking lot during construction.

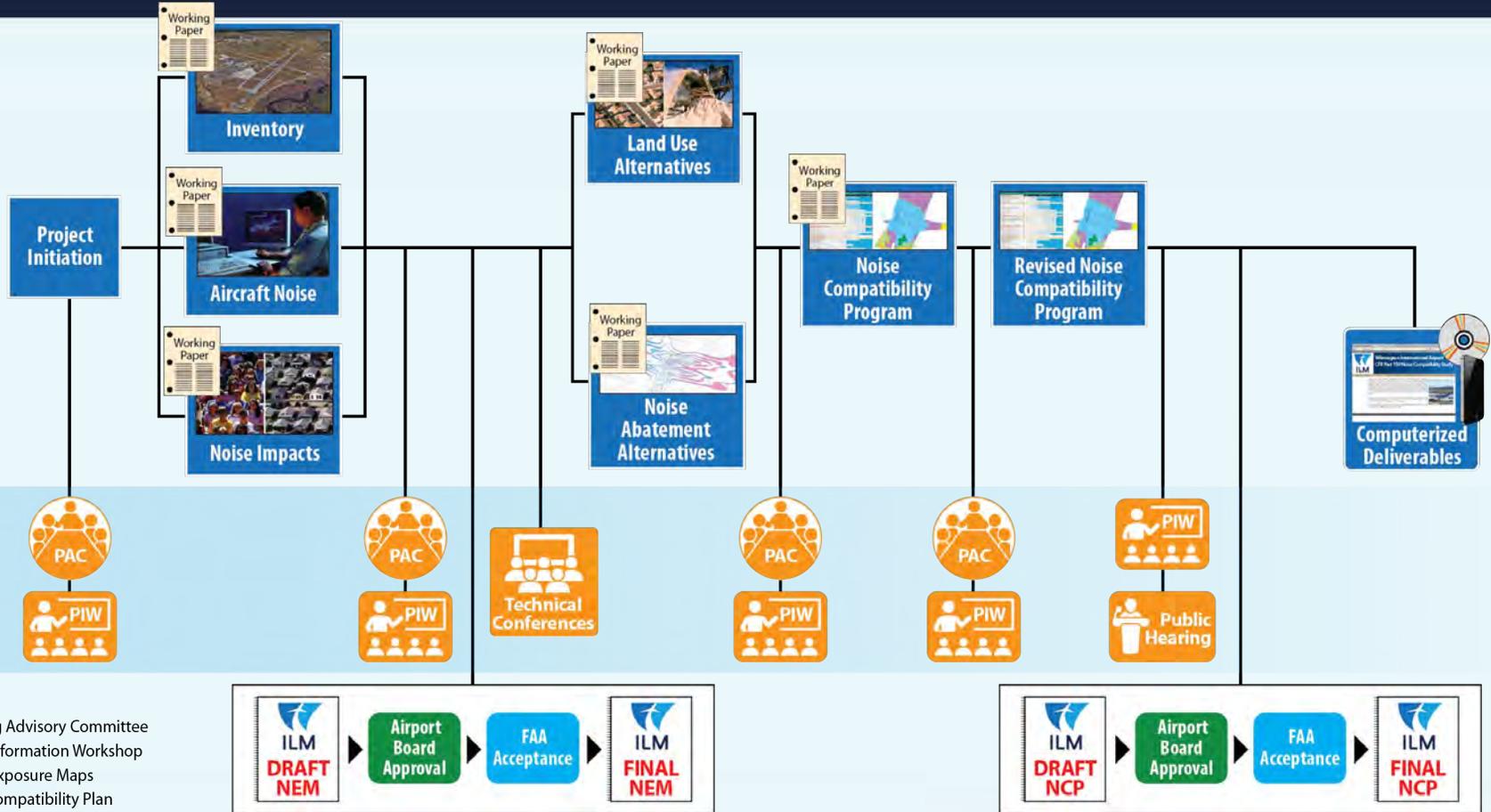
# Enplanement-Driven Parking Demand



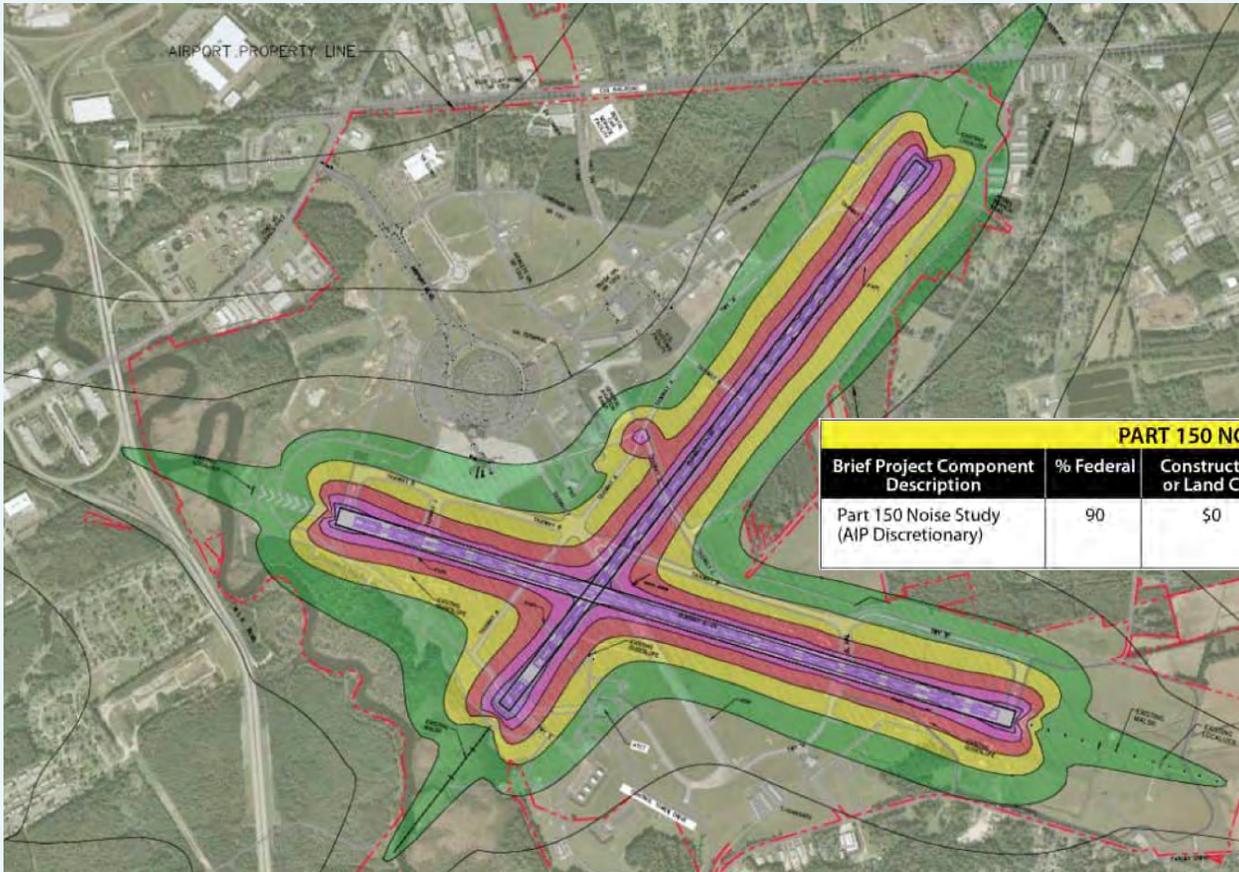
# Airline Terminal Expansion



# CFR Part 150 Noise Compatibility Study Process

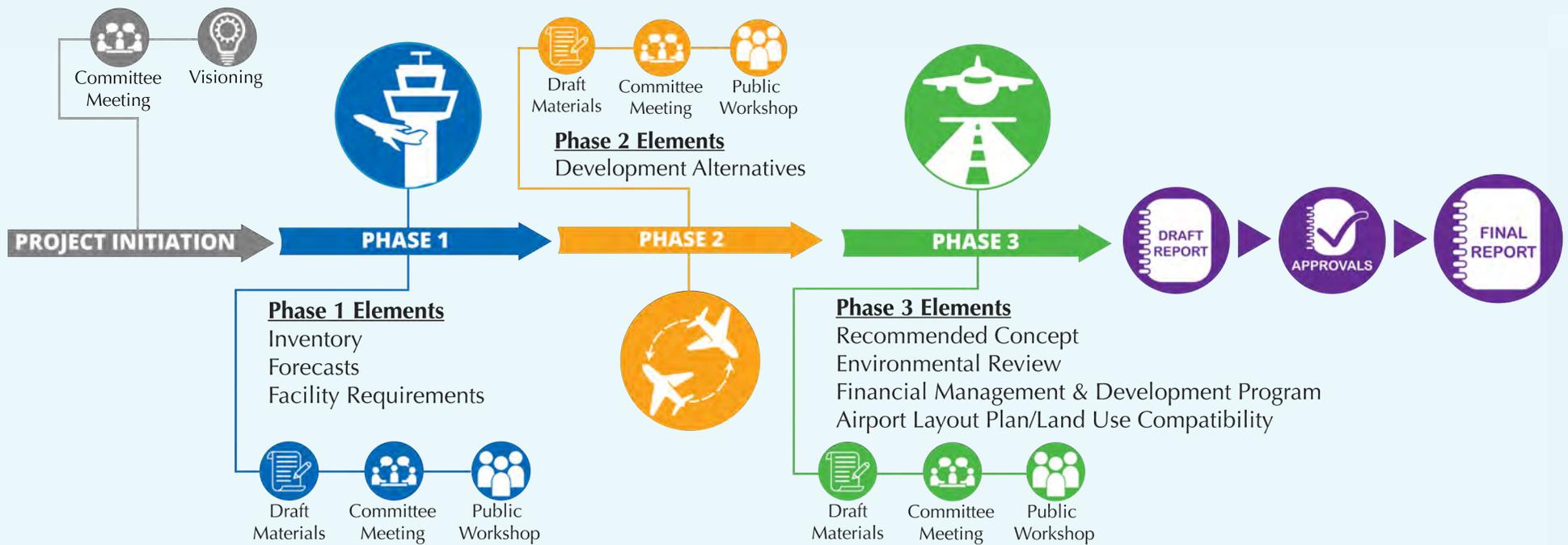


# Part 150 Noise Compatibility Study



PART 150 NOISE STUDY (FY 2023) - COST BREAKDOWN							
Brief Project Component Description	% Federal	Construction or Land Cost	Engineering/Land/Incidental	Sponsor Admin. Costs	Total	Federal	Non-Federal
Part 150 Noise Study (AIP Discretionary)	90	\$0	\$1,111,111	\$0	\$1,111,111	\$1,000,000	\$111,111

# Master Plan Process



# Discussion

## Topics

- Five-year capital plan general discussion



**ILM**

# Capital Improvement Plan Outcomes

## Discussion Items:

- Five-year terminal building improvements will create adequate space for 750,000+ enplanements. Currently designed for 552,000 enplanements, which was hit in 2022.
- Record year enplanements have created constraints on terminal roads, curb, and parking. Improvements to expand parking should consider filling in new loop road with parking and planning for a parking deck and roadways to support upcoming terminal expansion for higher passenger levels.
- Phase 1 parking plan creates 350+ spaces to meet current demand up to 550,000 enplanements.
- Five acres set-aside for interim lot should be planned to create flexibility during the construction of phase 2 or 3 parking (key areas identified for parking flex lot).

# Capital Improvement Plan Outcomes

## Discussion Items (continued):

- Curb and road realignment improvements must occur prior to parking deck logistically and expansion inside the loop road.
- Should begin the environmental and design for expanded terminal, Taxiway B relocation, and parking beyond existing environmental.

## Key Policy Decisions:

- \$106 million of funds available over the next five years is already allocated for capital needs at ILM. This is based on today's enplanements. If enplanements increase, the \$106 million will increase as well.
- The total five-year capital cost is \$166 million in today's dollars. Escalation for this initial planning cycle is assumed to be covered by increases in funding driven by enplanement growth. Projects at the back-end of this capital plan can be delayed if full funding is not available.

**Decision:** Days cash on hand can be reduced to 600 days to cover a portion of any potential shortfall in funding.

# Capital Improvement Plan Outcomes

## Key Policy Decisions (continued):

- How much cash can be released from reserves for five-year capital plan?  
**Decision:** Release \$20 million.
- How much to plan to come from discretionary funding sources?  
**Decision:** \$30 million.
- Which additional projects does the Authority want to plan for?  
**Decision:** \$5 million for business and aero park improvements.
- How much debt?  
**Decision:** Up to \$10 million additional (total debt up to maximum of \$20 million, same as benchmark airports).

# Five-Year Capital Plan

FUNDING	
Available grant funding	106,000,000
Total cost of projects	166,000,000
<b>Five-year capital plan - additional funding need</b>	<b>(60,000,000)</b>

ADDITIONAL FUNDING SOURCES	
Reserves	20,000,000
Discretionary grants	30,000,000
Debt	10,000,000
<b>Total</b>	<b>60,000,000</b>

PROJECT SUMMARY	
Parking improvements	\$43,000,000
Curb front improvements	\$24,000,000
Airport Boulevard improvements	\$25,000,000
Terminal expansion and future improvements	\$27,000,000
Runway and taxiway improvements	\$30,000,000
General planning, airfield, and infrastructure improvements	\$10,000,000
General aviation infrastructure improvements	\$2,000,000
Business and aeropark improvements	\$5,000,000
<b>Total</b>	<b>\$166,000,000</b>

# Vision Plan 2023-2027

## *Section Four Marketing and Air Service*

**Wilmington  
International Airport**



**ILM**

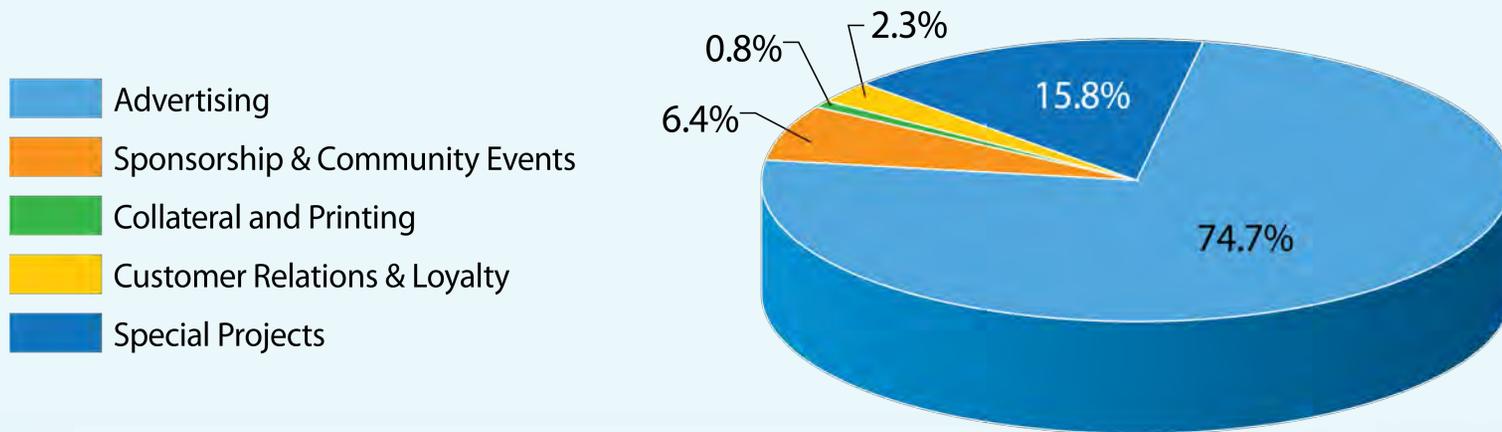
# Marketing Budget

# Marketing Budget 2022-2023

Commercial Aviation Marketing Budget \$485,900

General Aviation Marketing Budget \$30,500

## Breakdown of Marketing Budget



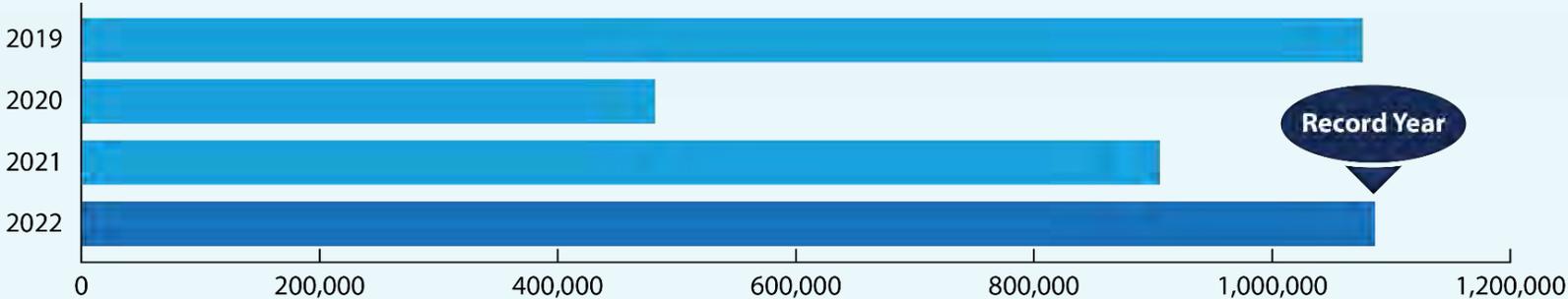
# Marketing Results

- **1 million+ website page views** with a **75% increase** in website users
- **9.4 Million** social media impressions (**67% increase**) and an **816% increase** in post link clicks.
- **2 New Airlines** announced
- **5 New Nonstops** (New Haven, Orlando, Baltimore-Washington DC, Fort Lauderdale, Minneapolis – St. Paul.)



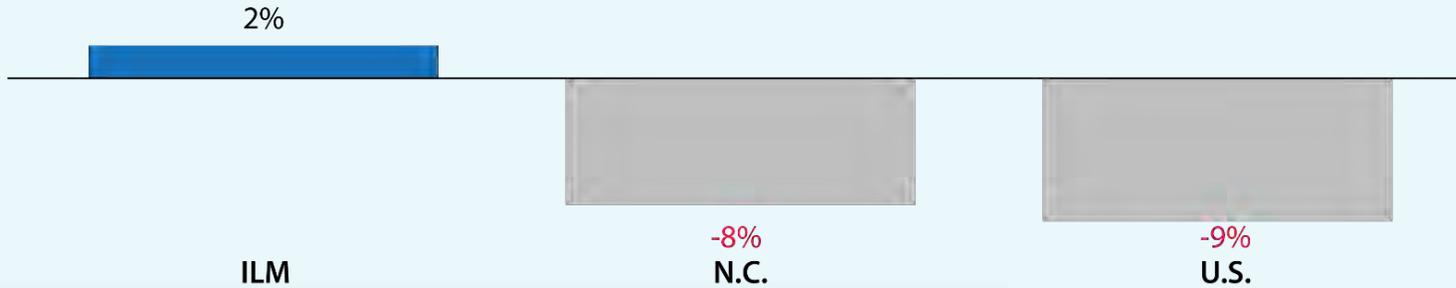
# Marketing Results

## ILM TOTAL ANNUAL PASSENGERS



## ILM, N.C. AIRPORTS AND U.S. AIRPORTS BY SEATS RANKED BY CAPACITY RECOVERY VERSUS 2019

YE 2022 seats versus YE 2019 seats as a percentage



Source: Cirium schedule data via Dilo Mi; Ailevon Pacific Aviation Consulting analysis

# New ILM Campaign – “I Love My Airport”

*Easy in & Easy out*

# I Love My Airport

*QUICK COMMUTE!*

*SHORT DRIVE TO THE AIRPORT*

*New Lower Fares*

*just steps from BAGGAGE CLAIM AREA*

*IT'S SO NEW & SHINY*

Show Me The Love

ILM

ILM

# Wilmington International Airport (ILM)

## Air Service Development

# ILM's ROUTE MAP



## Existing Non-Stop Routes - Legacy Carriers

Atlanta (ATL)	DELTA
Boston (BOS)	American Airlines DELTA
Charlotte (CLT)	American Airlines
Chicago O'Hare (ORD)	American Airlines
Dallas/Fort Worth (DFW)	American Airlines
New York LaGuardia (LGA)	American Airlines DELTA
Newark (EWR)	UNITED
Philadelphia (PHL)	American Airlines
Washington National (DCA)	American Airlines

## New Non-Stop Routes in 2022 - Ultra Low Cost Carriers

Baltimore/Washington (BWI)	avelo
Orlando (MCO)	avelo
New Haven (HVN)	avelo
Fort Lauderdale (FLL)	avelo
Minneapolis-St. Paul (MSP)	sun country airlines

## Target Markets

### Next Five Years

Denver  
Nashville  
Tampa

### Beyond Five Years

Los Angeles

## Other Target Markets

San Francisco	San Diego	Pittsburgh
Phoenix	Austin	Houston
Las Vegas	Detroit	New Orleans



# Discussion

- Marketing Budget
- Route Development



**ILM**

# Marketing Plan Outcomes

## Discussion Items:

- Cannot use airport generated revenues for certain community incentives. Need outside resources to incentivize the airlines to add new service to top market pairs and to support destination marketing campaigns from places like Denver, Nashville, Tampa, and LA (and other top O&D markets). Staff will work/explore ways to further conversations to improve community incentives and meet with the CVB and TDA to create destination marketing incentives. Also, the airport will meet with other key stakeholders to build partnerships to grow air service at ILM.

## Key Policy Decisions:

- Staff should encourage community discussions to create additional public and private sector partnership and funding, not from airport revenues, to support airline growth at ILM.

# Annual Calendar Review

## January



NHCo Commissioners  
Appoint New Commissioner  
for Airport Authority Board

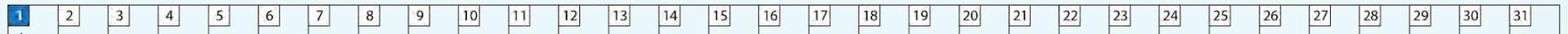
Vision Planning Meeting

## February



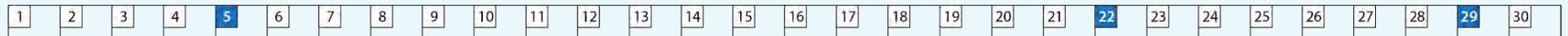
Authority Meeting

## March



Authority Meeting

## April



Authority Meeting

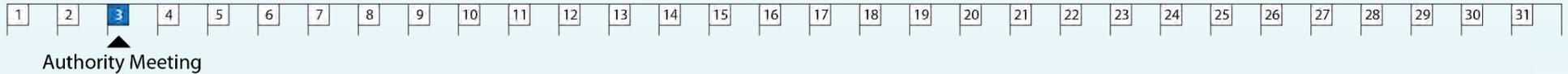
General Aviation Event  
Rusty Pilot Program

Honor Flight



# Annual Calendar Review

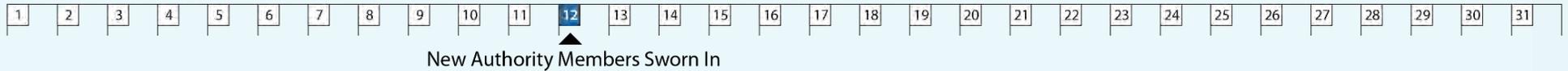
## May



## June



## July



## August

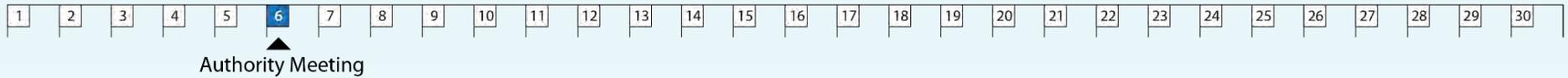


- Authority Breakfast with Legislative Delegates – Spring (date TBD)
- Authority Breakfast with County Commissioners –Summer (May-Aug TBD)

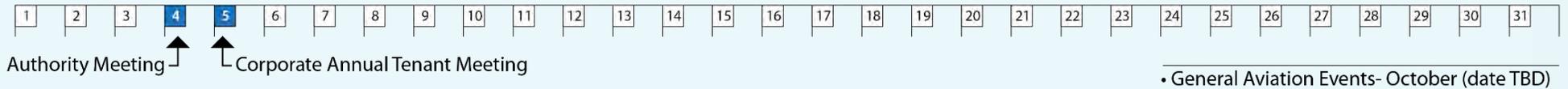


# Annual Calendar Review

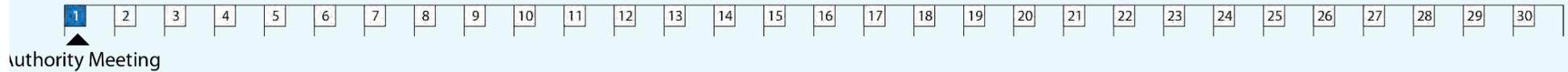
## September



## October



## November



## December

