Pillar 1: Fostering Value to the Community

A. Economic Impacts

The Authority seeks to strengthen its financial contributions to local businesses and the public through both direct and indirect job creation. Norfolk International Airport (ORF) is positioned as a regional economic asset that can drive expansion of the existing business base and military presence through the initiation of new projects and services and enhancement of existing services. To measure and communicate these impacts utilizing the appropriate resources, we will conduct periodic economic impact calculations and projections and provide updates through social media and its website. The frequency will vary by subject area.

Tasks:

- Confirm the target region and establish historical recorded comps.
- Update and revise the ODU study periodically and add new data as appropriate to measure the economic impact that the airport has on the Community.
- Quantify the direct and indirect impacts of the airport and the quality of life for the region as identified in the key performance indicators.
- Identify similar regions with comparable characteristics, establish benchmarks, and systematically monitor economic impacts against these benchmarks.
- Quantify the potential airport support that could enhance the military travel requirements, including military support, contractors, and families.
- Monitor capital improvement and related infrastructure impacts and the resulting professional services contracts, materials purchased, and construction contracts.

Measurement Criteria:

- Benchmarking against specific KPIs.
- Real dollar impact in areas such as payroll, benefits, employees, revenue generation, and the hospitality industry.
- Internal historical performance and performance against similar regional benchmarks.
- Benchmark of the airport impact versus the growth of the region.

Target Timeline:

- Complete in FY27 with annual updates thereafter.

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B. Air Service

The Authority's goal is to develop a marketing approach that maximizes Community support to stabilize existing domestic and international flights and destinations; increase frequency and/or aircraft gauge to provide more capacity to existing destinations; ensure efficient connections from ORF for key routes by monitoring flight departure and arrival times to ensure convenient connections on multi-stop routes; add new destinations and/or new airlines with the potential for initial incentives for routes that can grow to be sustainable long term factoring in O&D and connecting traffic demand; enhance passenger convenience by increasing both direct and one-stop service options; develop programs that increase customer loyalty to reduce leakage to competing airports; and pursue targeted international destinations that have the projected demand to be viable.

Additionally, new routes will support regional business relocation and new corporate business solicitation efforts for Hampton Roads. We will adopt and adjust as necessary to provide an air service incentive program that will be critical in engaging with airlines at industry conferences and headquarters meetings. The plan will be used to coordinate with key stakeholders such as the military, Hampton Roads chambers of commerce, economic development agencies and executive roundtables to develop and implement a "Fly Local" campaign in partnership with ORF.

Tasks:

- Identify primary air service catchment area.
- Identify and quantify local leakage to other airports.
- Define available incentives and subsidy options so they can be customized for each targeted airline.
- Identify and quantify domestic and international opportunities.
- Develop market stimulation models for presentation to airlines for requested markets.

Measurement Criteria:

- Passenger retainage/leakage/growth metrics.
- Stimulation models developed for all target markets.
- Competitive analysis of major leakage to competing airports.
- Airline performance metrics.
- Assessment of incentive preferences for each targeted airline.

Target Timeline:

- Complete in FY27 with annual updates every six months thereafter.

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C. Aeronautical Connectivity

Strengthening engagement to align regional stakeholders to support and use ORF is a critical element for promoting and supporting on-airport development as well as commercial, cargo, and corporate general aviation air service growth. We will collect, analyze, and disseminate information on opportunities for broad-based aeronautical related development opportunities (e.g., maintenance facilities, MROs, aircraft parts machining, etc.) directly to community and other interested stakeholders; seek input from the community on alternative market pursuits; and promote partnerships with stakeholders through marketing, targeted messaging, and promotional events with the stakeholders to ensure representation is integrated with the airport Strategic Plan.

Tasks:

- Commission an aeronautical development master plan to determine the plan for the highest and best use of all targeted aeronautical properties on the east and south sides of the airport.
- Communicate commercial development opportunities and growth with markets both locally and nationally.
- Quantify air cargo and other aeronautical development potential and zone appropriately.
- Assess corporate general aviation usage and opportunities.
- Identify and quantify ancillary aeronautical-related development opportunities.

Measurement Criteria:

- Quantify air cargo demand versus what is currently operated.
- Identify and seek input from regional cargo operators
- Design and develop infrastructure to support commercial non-airline development.
- Develop a marketing plan to promote the use and expansion of corporate GA and cargo facilities.
- Attracting interest in ancillary aeronautical development, including industrial or corporate.

Target Timeline:

- Complete in FY27 with annual updates every six months thereafter.

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D. Traveler Experience

The Authority will focus on customer service offerings in areas such as food/beverage/retail concessions, rental cars, on-airport parking, TNC availability, taxi service, shuttles, Wi-Fi access, lounges, and an on-airport hotel to enhance convenience for travelers at ORF. The plan will emphasize providing benefits that are intended to increase customer satisfaction and loyalty and will give travelers an incentive to fly to and from ORF.

These features will be used in the promotion of ORF to the Community, to the airlines, and to the concessionaires and operators offering the services. Efforts will focus on developing loyalty programs to provide integrated value through multiple amenity programs for the traveling public.

Tasks:

- **Develop and implement satisfaction surveys addressing all customer service-related functions.**
- **Develop and implement broad based a loyalty program that incentivize customers to use ORF.**
- **Incorporate benchmark pricing policies in contracts where possible.**
- **Assess consumer spending.**
- **Develop marketing campaigns.**

Measurement Criteria:

- **Benchmark current levels for targeted areas and provide ongoing comparative results and analysis.**
- **Develop activity and qualitative marketing results reporting to monitor progress.**
- **Benchmark other similarly situated airports for similar benchmarking categories with a focus on RIC.**
- **Analyze current systems to identify ways where integrated customer incentives and loyalty programs can be incorporated.**
- **Identify targets for loyalty participation.**

Target Timeline:

- **Complete in FY27 with annual updates every six months thereafter.**