

Chattanooga Metropolitan Airport Master Plan

April 2019

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CHATTANOOGA AIRPORT





A letter from the President and CEO

The Chattanooga Metropolitan Airport, the local aviation industry, and the community is thriving in the new economy. For the last three consecutive years, the Airport has experienced record numbers of annual passengers, with over 1 million passengers accommodated in 2018. This success story is due to the enthusiasm of the public who increasingly use their hometown airport, great teamwork here at the Authority, the support of our Board of Commissioners, and the strong aviation community here in Chattanooga.

Recognizing the pace of change in the industry and here in Chattanooga, the Authority set out to establish a vision for the future of the Airport; one that would continue the record of sustainable development in a fiscally responsible manner, while solving for the customer experience. Accordingly, the following guiding principles were established by the Authority and adopted by its board to steer the master planning process described herein:

- The airport development plan must be sustainable; therefore, financially prudent, operationally efficient, and socially responsible. Alternatives for development will therefore be evaluated against criteria within this framework of sustainability.
- The master plan will reflect a collaboration amongst stakeholders, including the FAA and airlines.

- Infrastructure vulnerabilities will be identified and mitigated to the extent possible with capital improvements and operational measures.
- The future of the passenger terminal will consider emerging technologies and trends, placing a premium on customer experience and flexibility to adapt to industry changes.
- The financial position of the Airport must be maintained or enhanced through smart capital investments and infrastructure improvements that are cognizant of reduced operating expenditures.
- The Airport Layout Plan (ALP) will be state of the art and provide the ability to apply for federal funding for selected improvements.
- Airport development will not require local sales or property taxes; rather, it will be funded by users of the Airport, government funds, or debt.

We have set forth a vision for the future that is focused on enhancement of the passenger terminal experience, enabling continued general aviation development on the Airport campus, and provision of a passenger parking garage with close-in covered parking. This vision is to be realized over the next few years, through the increased diversification of airport revenues and careful phasing and implementation of the projects. We look forward to an even better future for the Airport.

Sincerely,
Terry Hart

Some quick facts about the airport and its anticipated growth



The Airport accommodated over 1 million passengers in 2018 and expects to exceed that number in 2019. The master plan forecast predicts that the airport will need to accommodate approximately 1.5 million annual passengers in the mid-2030s.



The Airport accommodated approximately 60,000 aircraft operations (landings and takeoffs) in 2018. Operations in 2018 are up 8% over last year; the master plan forecast predicts that the airport will accommodate approximately 66,000 aircraft operations in the mid-2030s.



West Star Aviation has continued to invest in the community with new facilities including a state-of-the-art aircraft painting and maintenance facility, which opened last year. West Star came to the Airport in 2015, initially adding 25-50 jobs to the regional employment base. West Star is progressing toward their goal of employing 225 workers by 2020 in Chattanooga.



In the last two years, the Authority has been the recipient of approximately \$7.8 million in grants from the Tennessee Aeronautics Economic Development Fund for the redevelopment of the 13-acre former Air National Guard site on airport property.

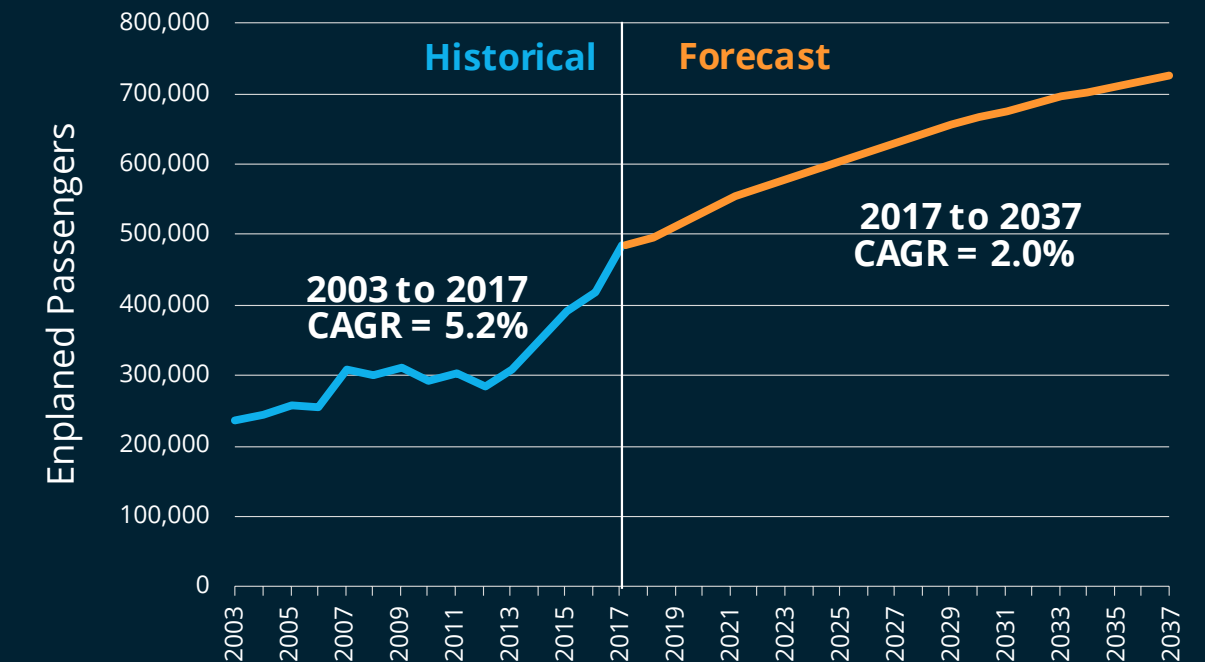


With the third and final phase of the airport's solar farm, the Airport generates more power than it uses. The solar farm's final phase is anticipated to be operational this summer.

The Airport expects to accommodate over 1.5 million total passengers (725,000 enplanements) by the late 2030s.

This growth will require smart investments in public parking and the passenger terminal building to maintain a high level of service for our customers.

Passenger Enplanement Forecast



When and what will happen at the airport as a result of the master plan

The Authority will transition from the planning process to one involving design and implementation. As shown in the figure on these two pages there are three major groups of projects:

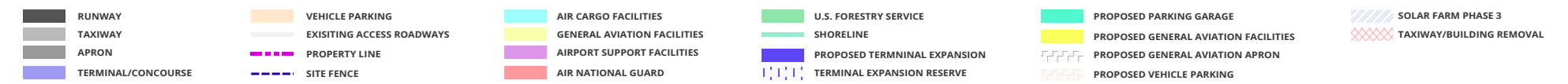
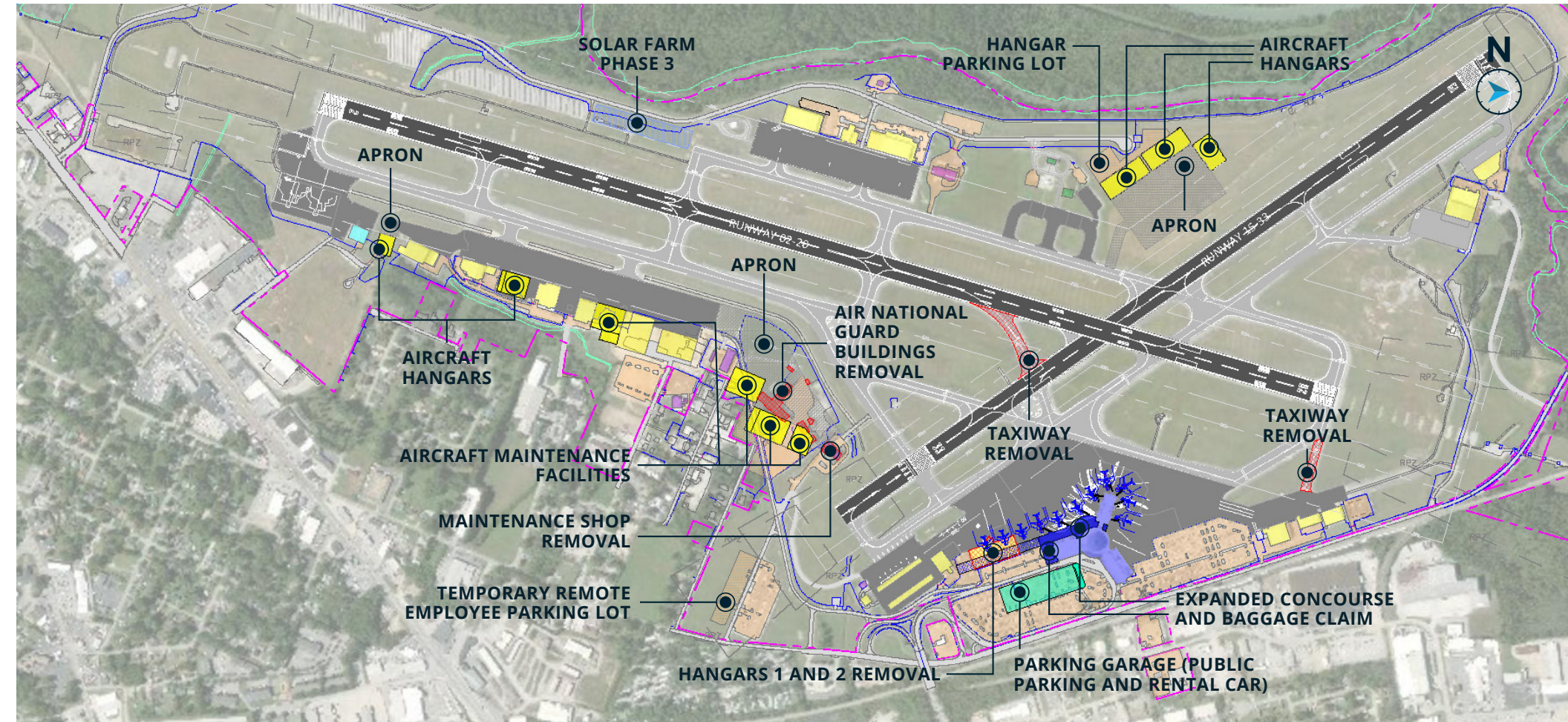
1. New public parking garage that will accommodate approximately 1,300 spaces, including approximately 350 rental cars

2. Terminal concourse expansion to provide more space on the concourse for our passengers' comfort, additional restrooms, additional concessions, and more aircraft gates

3. Continued general aviation development to serve the community and increase revenues that in turn support further airport investment

We will be working to design the parking garage and first phase of the terminal improvements, such that these projects may be constructed and operational in the next three to five years. We anticipate the parking garage to be one of the earliest and most visible projects to the public. The parking garage will provide covered, close-in parking for a better experience for our customers.

Recommended Airport Development Plan



Public Outreach & Stakeholder Engagement

During the preparation of the Chattanooga Master Plan, the Authority reached out to a wide spectrum of tenants and stakeholder groups to seek their views and explain the airport's short-term and long-term development plan. The stakeholders were advised on high-level planning issues and were given the opportunity to participate in development and consideration of objectives, alternatives, and evaluations. Stakeholders also provided feedback on master plan issues and helped to identify potential impacts. Further, the Authority conducted a public meeting to provide a forum for feedback regarding the future vision of the Airport and any other feedback regarding the airport operation or experience.



Capital Improvement Plan for the Next Five Years

The table below details the capital improvement program for the near term. Within the next five years, the Airport intends to spend approximately \$80.3 million on various airside, landside, and terminal expansion projects. A large percentage of this budget, nearly 38 percent, is planned for projects in 2020, which include the new four-level parking garage and the initial design of the terminal building expansion.

Year	Category	Project Description	Project Cost
2018	Airside	Solar Farm Phase III	\$1,871,336
	Airside	PMP – Phase 1 North Ramp	\$3,307,442
	Landside	Supplemental Remote Parking Lot	\$1,500,000
			\$6,678,778
2019	Airside	Corporate Hangar 20	\$5,117,443
	Airside	East Ramp Expansion (East Public Ramp)	\$6,487,925
			\$11,605,368
2020	Landside	Parking Garage	\$26,767,538
	Terminal	Terminal Phase 1 Design/Environmental	\$2,600,000
	Airside	Hangar 2 Demolition	\$1,022,217
	Airside	PMP – Phase 4 Terminal Apron/Taxiway B Rehabilitation	\$864,730
			\$31,254,485
2021	Airside	Corporate Hangar 17	\$2,634,302
	Airside	Hangar 1 Demolition	\$1,022,217
	Terminal	Terminal Phase 1 (Year 1 of Construction)	\$14,138,893
			\$17,795,412
2022	Terminal	Terminal Phase 1 (Year 2 of Construction)	\$14,138,893
			\$14,138,893
Total Five-Year Plan			\$81,472,936

Source: Airport master plan cost estimates, November, 2018.



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PREPARED BY:
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AUTHORITY

in association with:
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