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A YEAR IN REVIEW

ANNUAL REPORT

JANUARY 1, 2013 - DECEMBER 31, 2013

GREATER ASHEVILLE REGIONAL AIRPORT AUTHORITY

LETTER FROM THE EXECUTIVE DIRECTOR

With each passing year the airport continues to grow and elevate services for travelers of Western North Carolina. In 2013, two new non-stop flights were launched — boosting tourism in the region and providing western North Carolinians easy access to some of Florida's most popular destinations and beautiful beaches. These convenient new routes bolster a recent study by the Massachusetts Institute of Technology (MIT) International Center for Transportation that found AVL to be the most connected non-hub airport in America.

Not only has the airport become more connected in 2013, but also it was a year of growth in passenger utilization and project development. Total passenger traffic increased seven percent from 2012 and for seven consecutive months enplanements were higher than the previous year's monthly totals. Meanwhile, a land development project on the west side of the airport made considerable progress and the structure of AVL's new Airport Rescue and Fire Facility building was erected.

Keeping an airport operational and responsive to emergencies is an everyday challenge that requires a high-caliber staff. In 2013 we kept a promise and certified all employees in basic and intermediate incident management courses to enhance the airport's crisis response capabilities.

This year has been an incredible journey and leaves me optimistic for the future of this thriving establishment. There are many highlights of 2013 to read about between these two covers and I hope you gain a better understanding and appreciation of your local airport upon reading.

We appreciate our loyal travelers and community advocates who choose to support their local airport — from the consistent business traveler to the family taking an annual vacation. Each

and every passenger that enters and leaves AVL's gates has a direct and positive impact on the region. We appreciate every ticket purchased and will continue to serve the best interests of our travelers as the premier airport of choice for western North Carolina.



A handwritten signature in black ink that reads "Lew Bleiweis".

EXECUTIVE DIRECTOR
LEW BLEIWEIS, A.A.E.

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MISSION STATEMENT

To be the premier airport of choice for Western North Carolina travelers by providing an array of choices and amenities, distinctive customer service, value, and convenience.

2013 GREATER ASHEVILLE REGIONAL AIRPORT AUTHORITY BOARD



Dave Hillier
Chair
Appointed by
City of Asheville



K. Ray Bailey
Member At-Large
Appointed by
GARAA Board



Bob Roberts
Vice-Chair
Appointed by
City of Asheville



Jeffrey Piccirillo
Member
Appointed by
Buncombe County



Carol Peterson
Member
Appointed by
Buncombe County



Andrew Tate
Member
Appointed by
Henderson County



Doug Tate
Member
Appointed by
City of Asheville

BEST-CONNECTED NON-HUB AIRPORT IN AMERICA



One of the top priorities at AVL is to advocate for new air service needed by our passengers and to maintain current air service offerings. To achieve this we routinely meet with airlines, attend annual air-service conferences and monitor the most-requested routes to and from the region. We collect and analyze data to present to airline representatives and when it seems like a good fit for both the airline's bottom line and the airport's demand, a new flight is born!

We work hard to continually develop and retain quality routes. And to toot our own horn, according to a study released in 2013 by the Massachusetts Institute of Technology International Center for Transportation, Asheville Regional Airport is the best connected non-hub airport in the United States. Pretty impressive.

So how does this affect the WNC traveler? Particularly, what does "connectivity" really mean?

We know the typical air traveler has one goal: get from point A to point B as easily as possible, within the time frame needed, and hopefully, at a competitive price.

In regions our size, choices can be limited. In fact, hundreds of regions in America have very limited air service options, and can't achieve air travel goals. Not so for western North Carolina travelers. We have options.

Asheville Regional Airport tops a list of over 300 non-hub airports across the country for its excellent connectivity. Frequency of daily flights to major hubs is a primary contributor to this rating, with Delta to Atlanta and US Airways to Charlotte feeding 70% of all AVL air travelers to just about every connection bank at these major hubs. Basically, flights every day from Asheville can get you to and from almost anywhere in the world with one easy connection. Daily flights to Chicago on United also contribute, as well as seasonal flights to Detroit, LaGuardia and Newark.

We also have built a great partnership with Allegiant Travel Company, who offers low-cost non-stop flights to four Florida destinations. This works very well for our region, because several of our top-ten destination cities are in Florida — and conversely, a very high percentage of visitors to western North Carolina are from Florida.

Airlines continue to provide excellent service from Asheville Regional Airport because travelers are using the flights. Travelers often find a winning proposition in the travel equation at AVL: they can easily get to their destination within the time frame needed ... and prices are often competitive. A good balance has been forged, and the more western North Carolinians use their local airport, the better our options will continue to be.

NEW DESTINATIONS



TRAVELERS GAINED MORE WAYS TO ENJOY THE SUN AND SAND WITH NON-STOP FLIGHTS TO THE TAMPA AND FORT MYERS AREAS

Let them eat PIE! That's what airport employees said to the media before unveiling a new non-stop flight destination from the airport in March 2013. What could possibly be related to aviation and sweet slices of Key Lime or Boston Cream?

The answer: St. Pete-Clearwater International airport's identifier, P-I-E.

On June 6, board members, airport staff and media representatives gathered to send off the inaugural flight with Allegiant Travel Company from AVL to St. Pete just in time for summer vacationing.

Just when the excitement was dying down, Allegiant had another announcement to make. With three successful flights serving WNC passengers, why not add a fourth non-stop flight?

Just one month after beginning service to the Tampa area, airport representatives gathered the media again for another announcement — Allegiant would begin flying to the Fort Myers area, Punta Gorda Airport, in October 2013.

Within two years Allegiant has added four non-stop flights to Florida from Asheville. Not only does this provide western North Carolinians easy access to Florida, but it creates a gateway for Floridians to travel and visit the mountains, waterfalls and other sights of the region.

Passengers are now able to fly non-stop from Asheville to Sanford/Orlando, Tampa/St. Pete, Fort Myers/Punta Gorda and Fort Lauderdale.





BUILDING FOR TOMORROW

AIRFIELD REDEVELOPMENT PROJECT

History – Asheville Regional Airport opened in 1961, and its runway has been operational ever since. That’s 53 years of a runway in use for more than two million take-offs and landings. The runway pavement has been rejuvenated several times, extending its usable life. Typically, runway pavement has a life expectancy of 20-plus years, and can be resurfaced numerous times before replacement is warranted.

And now – The time has come to move forward with the master plan: a new, replacement runway and west taxiway will be constructed. The Federal Aviation Administration has designated Asheville Regional Airport’s airfield redevelopment as a priority aviation system infrastructure project, and when completed, AVL’s airfield will meet the most current FAA standards.

In 2013, when the airport received approval of the new 20-year Airport Layout Plan, the wheels began to turn toward implementation of the airfield redevelopment project. Behind-the-scenes work was accomplished, including the bulk of the engineering and design for the new airfield. Construction phasing was planned, and a groundbreaking is targeted for summer 2014.

The project, slated to take about four years to complete, is branded “Project SOAR: Significant Opportunity for Aviation and the Region.” The largest construction project since the airport was initially built, Project SOAR will have meaningful impact for both the airport and the western North Carolina region.

The construction of a new runway (to replace the existing runway) and a west taxiway will open new land available for aeronautical development. We will have the potential to build ramp space and facilities adjacent to the airfield on the west side of the airport, which is currently unavailable. Aeronautical land is attractive for new business development, such as the addition of an air cargo facility or a corporate aviation facility. New business development benefits the airport, and also contributes to future economic growth in our region.



COMPLETED MASTER PLAN DEVELOPMENT PROCESS

In 2012 the airport was engaged in developing a master plan study, which prioritized short-term, intermediate and long-term projects to continue evolving and developing the airport and its facilities. On February 15, 2013 the airport authority held a second and final public open house allowing members of the community to interact with airport representatives about the impact and future development of the airport property. After incorporating pertinent feedback from community stakeholders, the study was completed and the Federal Aviation Administration, local and state entities approved the official Airport Layout Plan (ALP) — a drawing of the airfield portraying all projected development — enabling the airport to commence development.

Read the executive summary and the master plan in its entirety or view the ALP at www.flyavl.com in “Planning + Development.”

CONSTRUCTING A NEW AIRCRAFT RESCUE AND FIRE FIGHTING (ARFF) AND PUBLIC SAFETY BUILDING

Ground was broken in May and construction moved quickly in the latter half of 2013 to erect a new aircraft rescue and firefighting (ARFF) and public safety building. The new public safety facility is projected to open its doors in July 2014 and will replace the 30-year-old former public safety building. This year drainage and utilities were placed, a foundation was laid, walls went up and the roof was partially constructed — staying on schedule through most of the construction process. The updated facility will be nearly three times larger with expanded bays and an additional bay to accommodate modern equipment sizes. Upon completion crews will have a state-of-the-art communications center, dorm facilities for 24/7 operation needs, and extra kitchen and dining space. These improvements will augment AVL’s emergency preparedness.

WESTSIDE FILL PROJECT NEARING COMPLETION

In 2010 ground was broken for a land development project as part of the master plan process, which guides the development and expansion of the Asheville Regional Airport. Known as the Westside Development Fill Project, the end goal is to convert previously unusable land into a potential space for commercial air cargo services.

Throughout the year, one large phase of the project progressed from about 30% completion in January to nearly 90% completion in December. The total project has a targeted completion date of mid-2015, weather permitting.

CONSTRUCTION OF THE NEW PUBLIC SAFETY AND ARFF BUILDING COMMENCED IN 2013. ESTIMATED COMPLETION IS SUMMER 2014.



PREPAREDNESS

RESTRUCTURING — NEW AND IMPROVED OPERATIONS DEPARTMENT

With a rise in project development and more frequent flights there can be growing pains. To prepare for the next four to five years with heavy construction, the airport restructured departments and added new employees. As of July 1, the Operations Department was restructured and adjusted to take on new responsibilities that will relieve tasks from the Department of Public Safety (DPS). The new Operations Department has a supervisor, two specialists and three new specialists in training hired at the end of 2013. The additional staff will eventually take over all badging processes and vehicle training, the runway and taxiway inspection program, wildlife management, escort responsibilities and video surveillance. This change aligns AVL more with the way commercial-service airports operate. In addition to new staff, the offices were remodeled, given new furniture and a visual facelift.



100% OF EMPLOYEES EARN NIMS CERTIFICATION

In the airport industry there is an expectation to respond to any and all crises quickly and efficiently. Emergency preparedness at AVL has always been a number one priority, but in 2013 a goal was set and achieved that certified 100% of employees in the National Incident Management System — a change from previous years that only required public safety officers to complete NIMS training.

All staff and employees were asked to take beginner and intermediate courses and evaluations to increase knowledge of emergency procedures. AVL is now able to operate above and beyond the industry standard for preparedness.

PRACTICE MAKES PERFECT — EMERGENCY DRILLS

People are accustomed to preparing for emergency — whether practicing a fire drill in elementary school or hearing how seats can be used as a flotation device on your flight. Likewise at an airport, drills act as essential training tools for staff and employees to practice responding to a crisis in a safe and controlled way. At AVL, emergency drills are conducted at least three times a year. AVL prepares for emergencies in three ways: tabletop drills, oral walk-throughs with mutual aid agencies and full-on spontaneous drills. By preparing for the worst, our team is better equipped for a true emergency scenario both mentally and physically.

TRAVELER LOYALTY



NEW ADVERTISING CAMPAIGN WITH PASSENGER INTERVIEWS

Fall 2013 brought the opportunity for AVL marketing and public relations staff to interact with travelers as they passed through the terminal and ask them to discuss how they felt about AVL. The opinions were overwhelmingly positive and from the footage, a video crew was able to create seven advertisements that will air on local TV channels through spring and summer 2014.



THANKS AGAIN REWARDS PROGRAM LAUNCH

Traveler loyalty to the airport is something we try to help foster so when people choose to fly they check AVL first. To help provide an incentive, we partnered with Thanks Again®, a rewards company utilized at airports throughout the United States. Airport customers are able to earn extra miles toward airline rewards programs by paying for shopping, dining or parking with any registered credit or debit cards. In less than a year more than 1,000 area passengers have become members of the Thanks Again® program.



AVL GIVES BACK

WHETHER VOLUNTEERING AT CHARITABLE NON-PROFITS, FEATURING WNC ARTISTS IN THE AIRPORT GALLERY, OR HOSTING LOCAL SCHOOL CHOIRS — WE CONNECT WITH THE COMMUNITY.



VOLUNTEERISM

The wellness committee offered employees the first foray into volunteerism in 2013 with a Community Volunteer Day on October 20. Several employees prepared and served dinner at the Veterans Restoration Quarters in Asheville, which serves about 200 veterans three meals a day, 365 days a year. In an effort to boost contributions to the authority's United Way drive another event encouraged employees to make a donation to attend an event on October 29 where employees helped residents of the Irene Wortham Center paint Christmas ornaments while others collected leaves.



ART IN THE AIRPORT

With each new season of the year there is an equal change in scenery on the walls of the airport art gallery. AVL's "Art in the Airport" is a rotating exhibit featuring artists from around the region. Artists range from recent university graduates to household names, with media of all types — photography, sculpture and oil on canvas. At the end of 2013 AVL was in its 19th exhibit!



SOUNDS OF THE HOLIDAYS

To celebrate the season AVL invited local schools and after-school groups to lift spirits and spread cheer in the terminal and beyond. Twelve groups brought their talents to the terminal between December 4th and 19th. Quartets, choreography, xylophones and handbells all came in handy as different groups put their special touches on the holiday tunes. Passengers and passersby alike seemed pleasantly surprised to hear Jingle Bells and songs about reindeer.



SHUFFLE. STRETCH. DEEP BREATH. START HORN. RUN!

Each year hundreds of runners wake up early and come together for Asheville Regional Airport's Runway 5k to support aviation education. They have a good incentive though — running all 8,001 feet of AVL's runway!

For three years in a row AVL has hosted the fall fun run and celebration of flight, including food, music, and aircraft for viewing and tours. Again this year the WNC Aviation Museum brought a historic Stearman bi-wing and a yellow Aircoupe. Meanwhile AVL staff pulled out all the stops to showcase large snow removal equipment and emergency response vehicles.

THE RACE: As the time approached, runners gathered around the start line, twiddling with numbered bibs and pulling on legs and arms to stretch before jetting off. Race coordinator Greg Duff of Glory Hound Events kicked off the race with a loud horn blow in one of AVL's fire trucks.

Feet began swiftly pumping on and off the pavement, rounding the first turn onto the taxiway. (And no, there weren't any airplanes taking off or landing! The race is held during a window of time when no commercial flights are scheduled.) As racers arrived at the runway, the competition began to thin and separate based on those who were trying to beat their personal best and those just having a good time.



Smiles emerged and the crowds cheered as runners crossed the finish line, some in less than 20 minutes!

After the race, medals were proudly placed over heads and runners rejoiced in better times or the satisfaction of completing their first-ever 5k.

AVL RAISED NEARLY \$5,000 IN DONATIONS FOR THE WNC AIR MUSEUM AND WNC PILOT'S ASSOCIATION.

2013 RUNWAY 5K



HIGHLIGHTS FROM 2013

NUMBERS AT A GLANCE

DODGE HIGH FARES BALL BOUNCE



In a fun partnership event, the airport teamed up with Allegiant Travel Company and the local minor league baseball team, the Asheville Tourists, for a fun giveaway. After collecting entry forms at baseball games and on social media sites, 6 members of the community were chosen to participate in the ball bounce competition. The game required contestants one shot to win the big prize — free airfare with Allegiant to any of its Florida destinations, complimented with three nights of lodging and a \$500 gift card from the airport. Contestants brought a partner and each team had to gather numbered balls spread around the baseball field. One random number was drawn — 258 — and the lucky team who had collected that ball won the whole prize package!



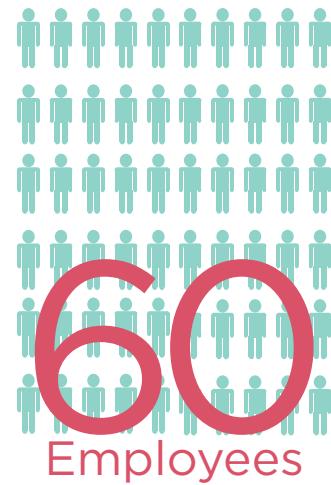
YESTERDAY'S AVIATION HEROES, TODAY'S TECHNOLOGY

It has always been valued at the airport to honor western North Carolina's service members, veterans and pilots. In the terminal, pilots from the region were commemorated with photos hung near the ticket counters, but historic war stories, courageous acts and incredible accomplishments were kept separately in an archived file. This year with the help of a new touchscreen television, each image of a local pilot — most war veterans — were reconnected with their stories. Airport visitors are now able to step up to the screen and scroll through the pilots' names, search for friends or family members or learn local aviation history with the tap or swipe of a finger.



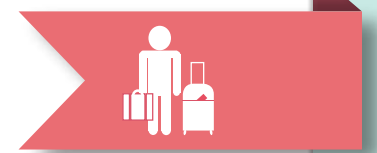
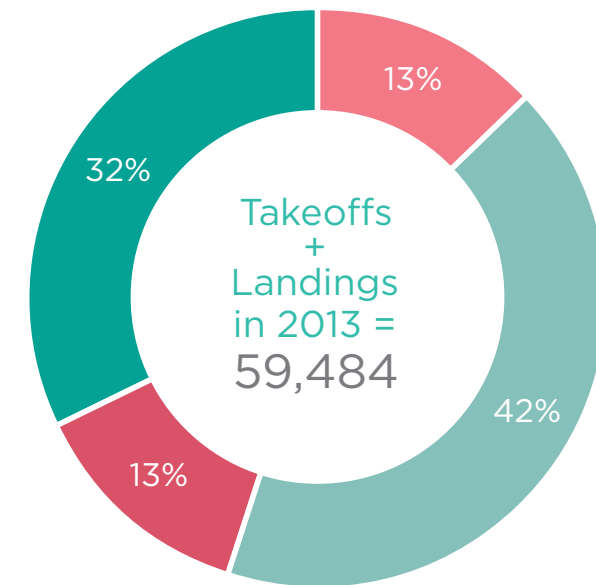
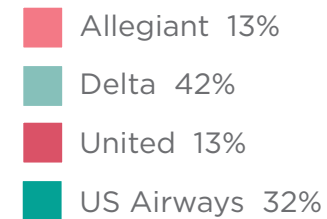
FIRST EMPLOYEE WELLNESS FAIR

On May 7, employees spent a day focusing and learning about personal wellness. Health Risk Assessments, foot evaluations and skin screenings were available, in addition to one-on-one Q&A sessions with participating health providers about sleep apnea, dentistry and chiropractic care. Massage therapists gave massages and employees participated in healthy cooking, yoga and tai chi demonstrations. Later in fall, employees opted to do a series of eight tai chi classes in the employee fitness room.



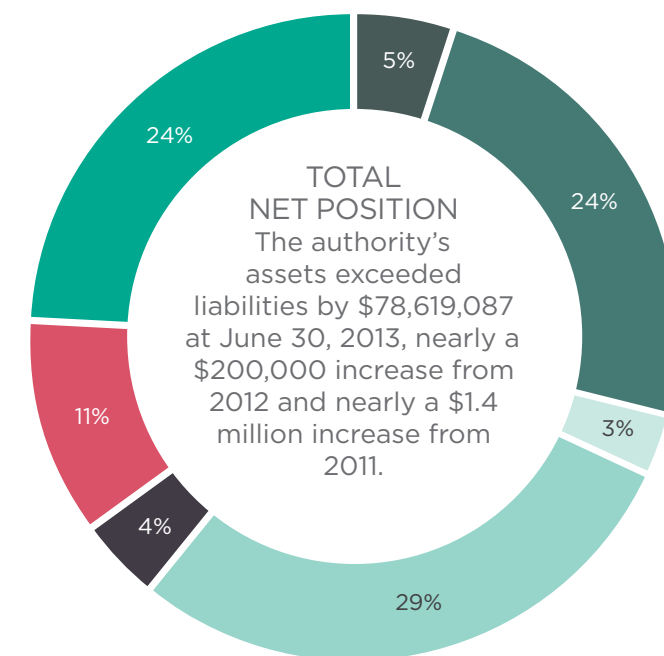
KEY MEASURES FROM THE FISCAL YEAR ENDING JUNE 30, 2013 INCLUDING FLIGHT INFORMATION AND SOURCES OF REVENUE

AIRCRAFT OPERATIONS

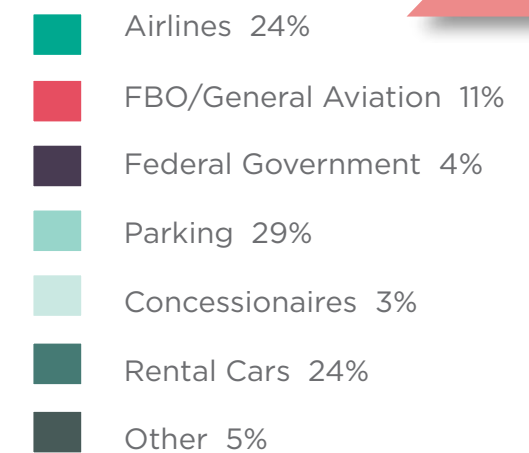


ENPLANEMENTS

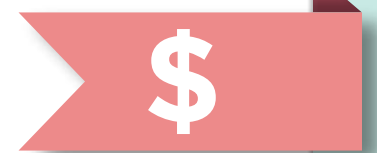
KEY MEASURES	2013	2012	2011
Enplanements	313,353	356,098	364,843
Aircraft Operations — Airlines	17,262	19,690	21,001
Aircraft Operations — General Aviation	37,754	38,757	38,721
Aircraft Operations — Military	4,468	4,266	4,675



SOURCES OF REVENUE



	2013	2012	2011
TOTAL NET Position	\$78,619,087	\$78,421,397	\$77,191,735






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Fletcher, NC 28732
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