

Publications

Fall 9-3-2019

The Airport Industry and Community Engagement: An Airport Social Responsibility (ASR) Model

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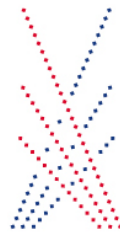


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Zizka, L., McGunagle, D., & Clark, P. (2019). The Airport Industry and Community Engagement: An Airport Social Responsibility (ASR) Model. , (). Retrieved from <https://commons.erau.edu/publication/1374>

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This paper is from the BAM2019 Conference Proceedings

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The Airport Industry and Community Engagement: Building an Airport Social Responsibility (ASR) Model Together

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Summary

In today's global economy, the airport industry has achieved uneven results in reporting a balance of growth to preserving environment, enhancing social equity, and providing economic benefits for its stakeholders. Is the absence of reporting consistency a matter of initiative, knowledge, resources or a combination of factors? This exploratory case study reviewed the current sustainability efforts and reporting of 12 randomly selected United States commercial service airports to address what economic, environmental, and social sustainability initiatives were published, what tangible effects the efforts had on stakeholder engagement, and identified the best practices that could be implemented within the industry. Data was collected via press releases, airport and governmental websites as well as social media accounts and analyzed through content analysis. The results suggested that while some airports provided an abundance of sustainability related information, other airports did not provide any evidence of sustainability efforts. While the obvious finding is that all of the airports could improve consistency in sustainability reporting, the more troubling relationship is a lack of any connection or commonalities in initiatives, reporting, or transparency. Our findings support the need to create an Airport Social Responsibility (ASR) model that leads to authentic stakeholder engagement.

Keywords: Airport Sustainability, Performance Management, Corporate Social Responsibility, Corporate Sustainability, CSR

INTRODUCTION

In today's global workplace, the topic of sustainability is viewed as an opportunity for some companies and an inconvenience to others. Nonetheless, there is pressure on all industries to make more sustainable choices to preserve the environment, enhance social equity, and create economic benefit for stakeholders. One of the fastest growing and most controversial industries is the airport industry which causes more sustainability issues than it solves (Oto et al., 2012; Rawson and Hooper, 2012) and is often seen at odds with the goal of sustainable development (Rawson and Hooper, 2012). While the airport industry has collectively made great strides in improving certain areas of sustainability such as increased economic benefits (Oto et al., 2012; Rawson & Hooper, 2012) which could create social advantages for local and regional areas (Keast et al., 2010), this prosperity has an adverse environmental impact (Amaeshi and Crane, 2006; Upham and Mills, 2005). Thus, the airport industry continues to seemingly lag behind in regards to grasping how to balance growth with preserving environmental diversity and community quality of life (Rawson and Hooper, 2012) and how to address the best interests of the stakeholders (Boons et al., 2010). One solution to improving the social pillar of sustainability and consequently, reputation, is to develop sustainability initiatives through genuine dialogue with all the stakeholder groups in airport communities.

Although the concepts of sustainability and corporate social responsibility have been addressed extensively in the literature, the terms and their definitions vary, both in emphasis and by industry. Table 1 illustrates the complexity of defining sustainability and CSR in the airport industry.

Table 1

Definitions of Sustainability and CSR from the Literature

Term	Definition
Sustainability	Links the future quality of the global environment (environmental) to potential business opportunities (economic) through innovative and creative solutions which consider all stakeholders (social) (Jordao, 2009; Koc and Durmaz, 2015; Oto et al., 2012).
Airport sustainability	"ensure the protection of the environment, including conservation of natural resources, social progress that recognizes the needs of all stakeholders, and maintenance of high and stable levels of economic growth and employment" (ACRP, 2008, p. 3)
Sustainable aviation	Illustrates the importance of economic growth and the environmental impacts of sustainability only (Kuo et al., 2016).
Sustainable transport	Entails satisfying current transport and mobility needs without compromising the needs of future generation (Amaeshi and Crane, 2006).
Corporate sustainability	Suggests adopting business activities that meet the needs of stakeholders while protecting the resources needed for the future (Koc and Durmaz, 2015)
Social sustainability	"Builds on and extends the notion of stakeholder engagement and argues for a better alignment between the physical infrastructure and local conditions and needs (Keast et al., 2010, p. 9).
CSR- defined	From the European Commission- a concept "whereby companies integrate social and environmental concerns in their business operations and in their interactions with their stakeholders on a voluntary basis" (Broomhill, 2007; Coles et al., 2014; Delbard, 2011; Horn et al., 2014; Nielsen and Thomsen, 2007; Oberseder et al., 2014).
CSR- positive	CSR actions contribute to corporate credibility and honesty (Einwiller, Carroll and Korn, 2010; Horn et al., 2014; Kaplan and Haenlein, 2010; Mack et al., 2008), transparency and trust (Ghiurco, 2014; Horn et al., 2014; Mack et al., 2008; McWilliams and Siegel, 2000; Nielsen and Thomsen, 2007; Ros-Diego and Castello-Martinez, 2010; Tomaselli and Melia, 2014), and

	enhanced reputation (Casado-Diaz et al., 2014; Einwiller et al., 2010; El-Garaihy et al., 2014; Etter and Plotkowiak, 2011; Gomez and Chalmeta, 2013; Hou and Reber, 2011; McWilliams and Siegel, 2000; Ros-Diego and Castello-Martinez, 2010; Schultz et al., 2013; Tomaselli and Melia, 2014).
CSR- negative	There are several issues to CSR actions which can have negative repercussions: difficulty observing effectiveness of CSR efforts (Wang et al., 2016), skepticism by stakeholders (Dawkins, 2005; Etter and Plotkowiak, 2011; Lee and Park, 2009; Tomaselli and Melia, 2014), lack of transparency or clear goals of CSR (Wang et al., 2016), hard to compare CSR across firms or industries (Aguinis and Glava, 2010), and necessity of tradeoffs under competing goals and conflicts among stakeholders (Wang et al., 2016).

While the definition for *sustainability* is rather vague, more specific terms exist for each industry to explain what sustainability means to them and their stakeholders. As the airport industry consists of complex corporations with many facilities and services and is thus not one corporation but a mixture of many corporations, the term CSR is inappropriate. This may explain why most airports have been hesitant to prepare and publish CSR reports. For this reason, we posit the need for a new term, Airport Social Responsibility (ASR), for this industry to communicate ASR actions with the different stakeholder groups and, eventually, improve stakeholder engagement. The goal is to establish what, if any, social sustainability initiatives are published and their effects on stakeholder engagement. The purpose is to build a social sustainability framework or ASR model based on the best practices observed which could be implemented in the greater airport industry.

STAKEHOLDER ENGAGEMENT

For the airport industry, the stakeholders are local community groups, customers, vendors, tenants, trading partners, investors, insurers, employees (Rawson and Hooper, 2012), airlines, regulators, operators, government, NGOs, commerce, tourism, arts, sports, providers of other transport services, and service providers (Amaeshi and Crane, 2006) (See Figure 1).

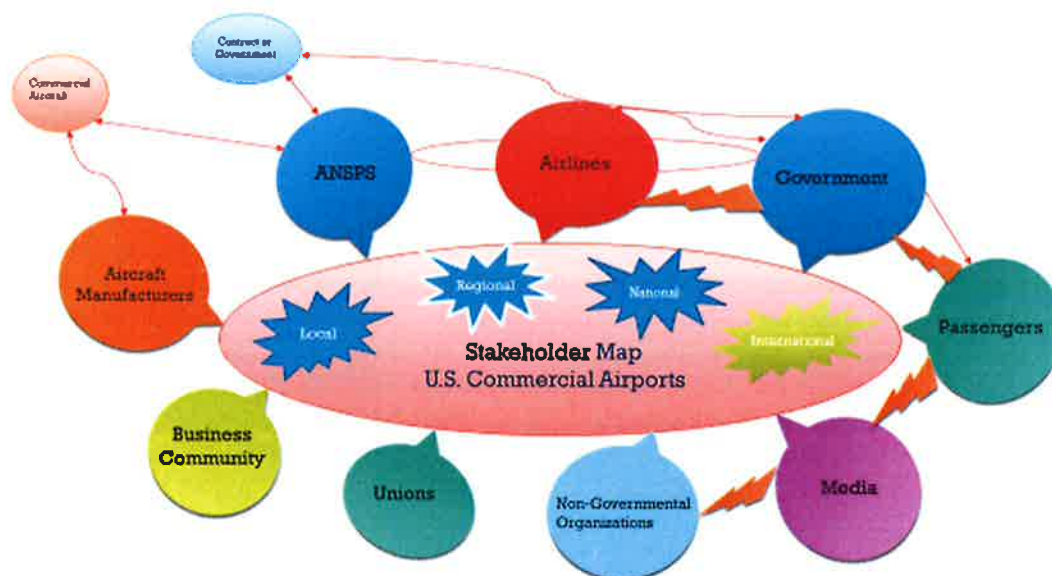


Figure 1. Stakeholder map for U.S. commercial airports

These stakeholders put pressure on the airport industry to find sustainable solutions that minimize the environmental impacts and improve the social impacts of airport operations (Jordao, 2009; Koc and Durmaz, 2015). In the most extreme cases, stakeholder groups have

led to the delay and cancellation of some airport expansion projects (Jordao, 2009), leading to confrontations, blocked development, and community conflict (Rawson and Hooper, 2012). Governance, or the coordination of activities around a collective problem by interdependent stakeholders who must interact to find solutions, could be the answer; however, “often actions within one (part of a) governance system can have a disproportional impact upon other (parts of) governance systems” (Boons et al., 2010, p. 306). One alternative could be to include the stakeholders in the planning stage of new airport initiatives to balance local concerns, increase public trust, and reduce stakeholder opposition (Amaeshi and Crane, 2006; Rawson and Hooper, 2012).

Three of the most important elements in achieving authentic stakeholder engagement are communication, partnerships, and dialogue. In our study, we focus on one group of stakeholders, the community. To illustrate this, Table 2 summarizes what the literature has found in regards to these three key factors.

Table 2

Communication, Partnerships, and Dialogue in Community Engagement

Communication, Partnerships, and Dialogue	Opportunities	Issues
Communication	Joint knowledge development from all the stakeholders (Boons et al., 2010), and knowledge sharing to adopt a collective approach to sustainability issues (Keast et al., 2010).	Involves a balance between how much stakeholders really want to know and when they become wary, suspicious, or skeptical about this communication (Du et al., 2010).
	Using many communication channels to establish company reputation (Birth et al., 2007; Coles et al., 2014; Einwiller et al., 2010; McGunagle et al., 2016; Schmeltz, 2012, Schult et al., 2013) Sustainability/CSR messages are official and voluntary and written by corporation to control the messages to stakeholders (Du et al., 2010) Corporate reports include the general Global Reporting Initiative (GRI) indicators or a mixture of them to define and measure sustainability (Birth et al., 2007; Du et al., 2010; Jeffery, 2009; Jordao, 2009; Koc and Durmaz, 2015; Oto et al., 2012; Skouloudis et al., 2012). The GRI indicators can also be industry specific such as those used in the airport industry reports (Jordao, 2009; Skouloudis et al., 2012; Upham and Mills, 2005).	Often information provided is one sided, one way, and passive (Etter and Plotkowiak, 2011; Hou and Reber, 2011; Jeffres et al., 2012; Meixner et al. 2015). Messages may be perceived as self-promotion more than authentic actions (Kesavan et al., 2013; Lyon and Montgomery, 2013). Sustainability/CSR reports tend to be one-way (Salazar, 2016) as most corporations do not seek feedback on their reports (Upham and Mills, 2005). GRI indicators are not sufficient when evaluating the airport’s sustainability nor comparing one airport to another (Upham and Mills, 2005); need evaluation of progress over time to judge true engagement of the airport with long term sustainability actions (Jordao, 2009).
	Benefits of CSR reporting include: greater interest in CSR by stakeholder groups, reduced negative impacts, satisfied	Barriers for publishing CSR reports: doubts about advantages, competitors not publishing CSR

	stakeholders, increased profits, and compliance with international standards (Kuo et al., 2016); linked with corporate reputation, brand value, employee awareness, management culture, market share, and transparency with the government (Aguinis and Glavas, 2012; Kuo et al., 2016).	reports, customers paying little attention to CSR, too expensive, difficult to collect data, may damage company reputation, lack of clear guidelines, strategies, and lack of awareness (Kuo et al., 2016).
Partnerships	Mutually beneficial decisions can occur, new opportunities for learning and change can be created, and more stakeholder engagement will take place, leading to airport development plans which are more acceptable to the wider community (Rawson and Hooper, 2012) and establishing a more practical basis for socially responsible decision-making in the short and long term (Amaeshi and Crane, 2006).	Provides a platform for critical comments, exposure, or negative publicity (Rawson and Hooper, 2012). “A business that is accountable to all, is actually accountable to none” (Sternberg, 2000, p. 51). For this reason, stakeholders should not have the right to be involved in all decisions, nor make all decisions, as all of their expectations cannot be met (Amaeshi and Crane, 2006)
Dialogue	Stimulates change and innovative solutions that are 2-way, dynamic, and interactive (Amaeshi and Crane, 2006; Etter and Plotkowiak, 2011; Horn et al, 2014; Mack et al., 2008; Nielsen and Thomsen, 2007; Ros-Diego and Castello-Martinez, 2010; Servaes et al., 2012) Results in co-creation of shared understanding where participation is fruitful and natural (Morsing and Schultz, 2006). Ensures that issues are heard and taken into consideration (Keast et al., 2010) and allows corporations to open themselves to criticism and question their motivations for each sustainable action (Eberle et al., 2013).	Many corporations are afraid of the loss of control in a real two-way balanced dialogue (Salazar, 2016) or unwilling to spend resources on this dialogue (Morsing and Schultz, 2006). Needs continuous and long-term evaluation and monitoring from the different stakeholder groups (Servaes et al., 2012).

Communication, Partnerships, and Dialogue

As seen on Table 2, the benefits and issues surrounding communication, partnerships and dialogue are numerous. To encourage stakeholder engagement, the airport industry must tap into existing resources, make informed choices, and sustain a sense of community (Keast et al., 2010) through partnerships and effective communication. Stakeholder groups should be encouraged to challenge points of contention or concern, but the ultimate decision making on certain topics still remains in the hands of airport management.

RESEARCH SETTING AND METHODS

In this exploratory study, we examined social sustainability initiatives within the airport industry through content analysis of sustainability reports, sustainability, and CSR messages published on company websites and social media of 12 U.S. airports. The airports

were chosen by similar airport enplanements and represent Large, Medium, Small, and Non-Hub airports in three regions. See Table 3 for a breakdown of the 12 airports.

Table 3
Breakdown of Airports by HUB

Rank	RO	ST	Locid	City	Airport Name	S/I	Hub	CY 16 Enplane ments	CY 15 Enplane ments	% Change
LARGE										
9	NM	WA	SEA	Seattle	Seattle-Tacoma International	P	L	21,887,110	20,148,980	8.63%
10	SO	NC	CLT	Charlotte	Charlotte/Douglas International	P	L	21,511,880	21,913,166	1.83%
14	SW	TX	IAH	Houston	George Bush Intercontinental/Houston	P	L	20,062,072	20,595,881	2.59%
MEDIUM										
39	CE	MO	MCI	Kansas City	Kansas City International	P	M	5,391,557	5,135,127	4.99%
42	WP	CA	SMF	Sacramento	Sacramento International	P	M	4,969,366	4,714,729	5.40%
44	SO	FL	RSW	Fort Myers	Southwest Florida International	P	M	4,239,261	4,159,215	1.92%
SMALL										
103	WP	AZ	IWA	Mesa	Phoenix-Mesa Gateway	P	S	705,731	666,187	5.94%
105	SW	AR	XNA	Bentonville	Northwest Arkansas Regional	P	S	673,810	629,905	6.97%
110	NE	VT	BTV	Burlington	Burlington International	P	S	593,311	581,143	2.09%
NON-HUB										
228	EA	WV	HTS	Huntington	Tri-State/Milton J Ferguson Field	P	N	98,489	101,741	3.20%
230	GL	IL	SPI	Springfield	Abraham Lincoln Capital	P	N	93,269	90,413	3.16%
232	NM	WY	CPR	Casper	Casper/Natrona County International	P	N	92,805	103,123	10.01%

Source: Federal Aviation Administration (2017)
Legend: **Central**, **East**, **West**

To explore the CSR/Sustainability of the 12 airports, we defined the following two research questions:

Research Question 1: What economic, environmental, and social sustainability initiatives were published and what tangible effects did this have on stakeholder engagement in the airport industry?

Research Question 2: What are the best practices perceived in sustainability initiatives and communication that could be implemented within the airport industry?

RESULTS

Based on a content analysis of the official airport websites in January 2018, the following information of sustainability/CSR was retrieved. The information derived from general company information, social media accounts, and accessible mission/vision statements.

Press Releases

Each of the airport groups published press releases about their current news and projects and, often, their CSR/Sustainability actions. These press releases are predominantly positive, with reports on increases in passenger numbers (SPI; MCI; IWA; SMF); RSW), higher growth rates (SMF), and new routes (BTV; CPR; MCI; IWA; SMF), services (IAH; XNA; HTS), and facilities (CPR; CLT)). For CSR/Sustainability, the airports published releases on combatting human trafficking (SEA), detrimental effects on importing ivory/rhinoceros horns (BTV), 10-year goal on transition to sustainable aviation fuels (SEA), new solar facilities (SMF), electric shuttle buses (MCI), new employee training programs (CLT), charity runs (CLT), stakeholder meetings (CLT), ratings and recognition (SPI; CLT; IAH; MCI), and customer safety information (CPR; XNA; HTS).

Social Media

The social media accessible from the official airport websites (See Table 4) was evaluated for the present study to gauge what, if any, sustainability/CSR messages were reported. All of the airports except RSW and CPR had active Twitter accounts with followers. Every airport had a Google Review rating with an average Google Review score for all airports combined at 3.5. For the FourSquare ratings, SEA recorded the highest number of ratings (8.076), while HTS had the lowest (37 ratings). All 12 airports had Facebook accounts, although the amount of information directly related to sustainability was scarce.

 Insert Table 4 about here

While the more traditional CSR reports that can be downloaded or shared were unavailable from all airport or other airport owner related websites, the sustainability initiatives or affiliations of note are summarized on Table 5.

Official Airport Website

From the official airport website (See Table 5), some of the most frequently reported sustainability/CSR actions include: ethics and compliance hotline (SEA), Code of Ethics and Ethics Board (SEA), office of social responsibility (SEA), employee relations (XNA); airport neighborhood committee/community relations (CLT; IAH; IWA), noise programs (BTV; CLT; IAH; MCI; IWA; SMF; RSW), economic impacts (CLT; RSW; HTS), airport master plans (BTV; CPR; IAH; MCI; RSW), and sustainability plan (CLT).

 Insert Table 5 about here

For the large airports, SEA previously published a stand-alone sustainability report for several years. The CLT Airport leadership is developing a Comprehensive Sustainability Plan with a team of consultants and community partners. At IAH, the airport officials completed a master plan in 2015, but with no particular emphasis on sustainability. From the medium airports examined, the authors discovered that none completed a sustainability report. The small airports examined for this study incorporated a variety of goals and projects, but published no sustainability report. The non-hub airports investigated offered no identifiable sustainability reports and little information regarding implementation or acknowledgement of sustainable development or plans.

DISCUSSION

From the official airport websites, the volume and type of sustainability/CSR information varied and provided little insight to how airports officials valued sustainability initiatives. Although the social media accessible from the official airport websites was evaluated for the present study to gauge what, if any, sustainability/CSR messages were reported, the results were inconclusive. Most of the information reported on the social media sites was indicative of any company's social media efforts. There were, however, some significant differences in the social media presence among these airports. From this study, there does not appear to be a correlation between the number of active social media sites or follows and the overall Google Review score, suggesting that social media may not be the most important part of a communication strategy for an airport. In an era of almost manic social media connectivity for people in the US, the finding is certainly adverse to expectations.

CONCLUSIONS

Of the 12 airport websites explored for this study, SMF seems to be the most apt to dealing with sustainability issues and reporting efforts to their stakeholders. This particular airport detailed their sustainability actions more than any other airport in the study. The SMF airport was awarded Sustainable Business status in all six environmental categories and have as their unique goal to be "the most loved airport in California". With a Google Review rating of 4.1 of which the majority of the comments were positive, SMF may be a successful example to follow. However, from the official sustainability and CSR reports available from the websites, most airports in this study, including SMF, fail to provide information that is meaningful to the multiple types of stakeholders. Access to timely, consistent sustainability or CSR reports was limited or non-existent. In fact, none of the 12 airports in this study were included on the GRI reporting list for airports worldwide.

We began this study by posing the following questions: *What economic, environmental, and social sustainability initiatives were published and what tangible effects did this have on stakeholder engagement? What are the best practices perceived in sustainability initiatives and communication that could be implemented in the airport industry?* We conclude that the existing sustainability indicators and measures are insufficient to determine any tangible effects on stakeholder engagement. For a complex industry like the airport industry, the results should be clear and measurable. However, in answering these questions we discovered that the issues are more convoluted than simply recognizing the complexity of the industry. The goal is for development of a proposed ASR model of intertwined and interdependent relationships and indicators to paint a realistic picture of sustainability in a complex industry and how sustainability can be effectively implemented to realize authentic stakeholder engagement. From a more strategic position, we are suggesting an innovative deviation from traditional sustainability models to accurately capture the multiple number and types of stakeholders. The authors speculate that some best practices for the airport industry may be identified in other industries that have more robust reporting initiatives. Regardless, we believe that our study will serve as the preliminary platform for further research and action regarding social responsibility in the airport industry.

IMPLICATIONS, LIMITATIONS AND NEXT STEPS

Based on this initial study we have conducted with 12 airports in the U.S., we posit the need for immediate changes in the airport industry toward more sustainable options and agendas. There are airports literally in every community around the world. Each one should be an ambassador for aviation and has an opportunity to be the change agents for the industry as well as their community. The goal of a proposed ASR model to paint a realistic picture of sustainability in the complex airport industry and how sustainability can be effectively implemented in this and other industries with authentic stakeholder engagement remains a valid suggestion. From a more strategic position, we are suggesting an innovative deviation

from more traditional sustainability models. The authors speculate that some best practices for the airport industry may be identified in other industries that have more robust reporting initiatives. Regardless, we believe that our study will serve as the preliminary platform for further research and action regarding social responsibility in the airport industry.

OUR CONTRIBUTION

This developmental paper attempts to examine one complex sector, the airport industry, and its efforts to address and communicate sustainability actions and initiatives. Our findings have important policy and strategic implications for the airport industry as well as serving as a model for other environmentally controversial industries such as the tourism and hospitality industries to adapt for their own stakeholders' needs. Our aim is to continue developing a sustainability framework based on our ASR model designed specifically for the airport industry which focuses on social sustainability indicators.

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Table 4
Social Media Accounts and Number of Followers

Airport	Facebook	Twitter	Instagram	LinkedIn	YouTube	Pinterest	Yelp	FourSquare	Flickr	Google Reviews
Large airports										
Seattle-Tacoma International	91.740	24.1K	6 360	11.496 (Port of Seattle)	836 (Port of Seattle)	-	2.502 reviews	8.076 ratings	24 (Port of Seattle)	3.7/5
Charlotte/Douglas International	18.750	21.7K	7 408	1.153	438	-	1.807 reviews	2.175 ratings	-	3.4/5
George Bush Intercontinental/Houston	28.154	30.7K	188	778	134.600 views	-	1.403 reviews	1.794 ratings	-	3.8/5
Medium airports										
Kansas City International	20.473	27.2K	1.293	89	191	-	1.151 reviews	748 ratings	-	3.1/5
Sacramento International	32.949	9.9K	1.245	105	99	-	1.241 reviews	367 ratings	-	4.1/5
Southwest Florida International	5.851	-	257	-	-	-	324 reviews	284 ratings	-	4.3/5
Small airports										
Phoenix-Mesa Gateway	21.029	8.3K	842	1.012	85	124	148 reviews	258 ratings	-	3.8/5
Northwest Arkansas Regional	6.944	1.9K	1.397	472	-	-	108 reviews	407 ratings	-	4.1/5
Burlington International	21.119	3.1K	-	3.675	8	-	121 reviews	414 ratings	-	4/5
Non-hub										
Tri-State/Milton J Ferguson Field	4.692	37	10	11	-	-	12 reviews	37 ratings	-	3/5
Abraham Lincoln Capital	3.870	393	-	2	-	3	-	62 ratings	-	3.6/5
Casper/Natrona County International	4.801	-	-	97	-	-	12 reviews	43 ratings	-	3.4/5

*NOTE: All social media statistics were retrieved on October 4, 2018 and may have changed since then.

Source: All other information was adapted from official airport websites (as cited on the table).

Table 5

Airports and Social Sustainability Initiatives on Official Websites

Airport Title	Official airport website	Other Mission/Vision
<p>Large airports</p> <p>Seattle-Tacoma International</p> <p>http://www.portseattle.org/Sea-Tac/Pages/default.aspx</p>	<p>Ethics & Compliance hotline</p> <p>Commission Code of Ethics and Ethics Board</p> <p>Values in Action</p> <p>Office of Social Responsibility</p> <p>Workplace Responsibility</p> <p>Music at SeaTac</p>	<p>Mission: The Port of Seattle is a public agency that creates jobs by advancing trade and commerce, promoting industrial growth, and stimulating economic development.</p> <p>Vision: Over the next 25 years we will add 100,000 jobs through economic growth led by the Port of Seattle, for a total of 300,000 port-related jobs in the region, while reducing our environmental footprint.</p> <p>The Green Gateway</p> <p>Seattle offers the lowest carbon footprint for cargo shipped by sea from Asia to major markets in the Midwest and East Coast. That's what makes us the Green Gateway for trade. This was determined by the "Carbon Footprint Study of the Asia to North America Intermodal Trade," (download PDF) conducted by Herbert Engineering Corp., which looks at CO₂e emissions of intermodal shipments from Asia to North American markets.</p> <p>Environmental Programs</p> <p>Motto: Port of Seattle: Where a sustainable world is headed.</p>
<p>Charlotte/Douglas International</p> <p>http://www.cltairport.com/Pages/default.aspx</p>	<p>Comprehensive Sustainability Plan</p> <p>Airport Neighborhood Committee- The Aviation Department is convening a group of neighboring community leaders to be called the <u>Airport Neighborhood Committee (ANC)</u>.</p> <p>Economic Impact- The study confirms CLT's standing in the region as a powerful economic engine that creates jobs and opportunities for businesses to grow and prosper.</p> <p>CLT's Noise Program</p> <p>CLT Art Program</p> <p>OUTREACH</p> <p>Volunteer</p> <p>Community Relations</p> <p>Noise Management</p> <p>Master Plans</p> <p>Airport Master Plan that will identify services and facilities that need to be added, replaced or upgraded for the public's safety, use and convenience.</p>	<p>CLT's Vision:</p> <p>We will serve as an economic engine of the Carolinas, facilitating the movement of people and goods, creating jobs and enterprise and sustaining a higher quality of life.</p> <p>CLT's Mission:</p> <p>We will be the preferred airport and airline hub by providing the highest quality product for the lowest possible cost.</p> <p>OUR MISSION</p> <p>We exist to connect the people, businesses, cultures and economies of the world to Houston.</p> <p>OUR VISION</p> <p>Establish the Houston Airport System as a five-star global air service gateway where the magic of flight is celebrated.</p>
<p>George Bush Intercontinental/Houston</p> <p>http://www.fly2houston.com/</p>		

<p>Medium airports</p> <p>Kansas City International http://www.flykci.com/</p> <p>Sacramento International https://sacramento.aero/smf</p>	<p>City of Kansas City, Missouri's "One Percent for Art" program administered by the Municipal Art Commission. One percent of public construction costs be set aside for public art enhancements.</p> <p>MASTER PLAN</p> <p>Community Listening Sessions (as part of Master Plan)</p> <p>Compatibility Program- serve as the framework to guide decision-making as it relates to the KCI facilities and the City's overall Comprehensive Plan.</p> <p>Environment, Noise, Wildlife Management, Water Conservation, Sustainability</p> <p>Water Use</p> <p>Energy Use</p> <p>Purchasing</p> <p>Waste Management</p>	<p>Mission Vision</p> <p>Unable to access either on the company website</p> <p>Mission, Vision & Values</p> <p>Our Mission: We deliver a safe, customer friendly and competitive aviation transportation system that promotes the region's prosperity.</p> <p>Our Vision: To be the most loved airport in California</p> <p>Values:</p> <p>Achievement – We realize measurable results by fostering an informed, productive, innovative, and achievement oriented work force.</p> <p>Dependability – We hold ourselves accountable to provide services and facilities that are dependable, reliable, safe, and secure for our customers and employees.</p> <p>Approachability – We embrace the brand and image of the airport system as being easy to use, friendly, clean, and aesthetically pleasing.</p> <p>Relationships – We build highly successful relationships with our stakeholders and each other through diplomacy, candor, team work, and networking.</p> <p>Credibility – We prosper with knowledgeable open minds, professionalism, efficiency, and integrity.</p> <p>Honors and Acknowledgements</p> <p>Terminal B rated silver Leadership in Energy and Environmental Design (LEED)</p> <p>Sacramento Business Environmental Resource Center has certified Sacramento International Airport as a Sustainable Business in all six categories: Water Conservation, Pollution Prevention, Energy Conservation, Solid Waste Reduction, Green Building and Transportation/Air Quality.</p>
<p>Southwest Florida International http://flylpa.com/</p>	<p>Economic Impact Reports</p> <p>Noise education program</p> <p>Mitigation Park- The 7,000-acre Mitigation Park, located four miles southeast of Southwest Florida International Airport, was established to compensate for the impact of long-term development of the airport.</p> <p>Airport Master Plan</p>	<p>The Communications & Marketing team support the mission of the Lee County Port Authority to provide a safe, convenient, comfortable and technologically advanced environment for air transportation in Southwest Florida. In addition, the team works to communicate information about business development at Southwest Florida International Airport (RSW) and Page Field (FMY) in the local, national and international marketplace. Communications & Marketing reaches out to stakeholders and the traveling public through community affairs, public information, website and social media, crisis management, media relations, special events, corporate citizenship, airport art and internal and external communications.</p> <p>No easily accessible mission or vision from company website</p>

<p>Small airports</p>	<p>Phoenix-Mesa Gateway</p>	<p>Community Relations Gateway Airport exists to fulfill an aviation role in the local, regional and national air transportation system, as well as to serve the needs of the surrounding communities. Aviation Noise Roles and Responsibilities Environmental Assessment for a Proposed New Air Traffic Control Tower. Recently Completed Projects: Airport Land Use Compatibility Plan Update Environmental Assessment for the Northeast Area Development Plan - Title VI Nondiscrimination Policy Statement ADA/Disability Nondiscrimination Policy Report Unlawful Discrimination Environmental Impact Statement (2012) Flysheet, TOC, and Summary Chapter 1 – Purpose and Need, Chapter 2 – Alternatives, Chapter 3 – Affected Environment, Chapter 4 – Environmental Consequences, Chapter 5-9 Appendices Employment XNAmbassador Volunteer Program</p>	<p>Mission and vision not accessible from company website</p>
<p>Northwest Arkansas Regional</p>	<p>http://www.gatewayairport.com/</p>	<p>Mission Our mission is to ensure that the safest and most modern aviation infrastructure is in place to satisfy the needs of the traveling public. Environmentally conscious travel and development will be used to protect the natural splendor of the region while providing reliable, cost-effective and convenient transportation for the public we serve. No vision statement available on company website.</p>	<p>>Welcome Canadians Bienvenue Canadiens (part of website is in French) Mission and Vision are not easily accessible from company website</p>
<p>Burlington International</p>	<p>http://www.btv.aero/</p>	<p>Burlington International Airport Sound Mitigation Program Sound Committee Master Plan Update In 2010 the Airport underwent a master plan update which was titled Vision 2030 to reflect the 20 year period covered by the plan. Storm water management</p>	<p>Mission and Vision are not easily accessible from company website</p>
<p>Non-hub</p>	<p>Tri-State/Milton J Ferguson Field</p>	<p>Improvement Projects Economic Impact Huntington Tri-State Airport is a key component of the region's transportation system and an important asset in the economic vitality and future development of the tri-state area. No sustainability information accessible from company website. (* searched "sustainability", "noise", "noise pollution")</p>	<p>Mission and Vision are not easily accessible from company website</p>
<p>Abraham Lincoln Capital Casper/</p>	<p>http://www.flyspi.com/</p>	<p>Airport Master Plan Casper Emergency Contingency Plan Airport Concession Disadvantaged Business Enterprise (ACDBE) Program Policy Statement 2016 Annual Water Quality Report - Casper/Natrona County International Airport</p>	<p>Fire & Rescue Training Aircraft Rescue Firefighting (ARFF) is a regional facility offering classroom and hands on training. Mission and Vision are not accessible from company website</p>
<p>Natrona County International Casper/</p>	<p>http://www.flycasper.com/</p>	<p>2016 Annual Water Quality Report - Casper/Natrona County International Airport</p>	<p>Fire & Rescue Training Aircraft Rescue Firefighting (ARFF) is a regional facility offering classroom and hands on training. Mission and Vision are not accessible from company website</p>

*NOTE: All social media statistics were retrieved on January 22, 2018 and may have changed since then.

Source: All other information was adapted from official airport websites (as cited on the table).

