

**BREAKING NEW GROUND**





## MISSION

**To operate safe, secure and dynamic air transportation facilities for our customers, creating economic vitality by providing global travel, cargo and business opportunities.**

## VISION

**Making the world available.**

## VALUES

**TEAMWORK.** We work across functional areas to achieve our common goals through trust, sharing information, and open discussion of ideas.

**ACCOUNTABILITY.** We follow through on commitments, take ownership, and accept responsibility for all outcomes.

**CUSTOMER SATISFACTION.** We commit ourselves to understand our customers' needs and deliver services and facilities that exceed expectations.

**EMPLOYEE RESPECT.** We treat others fairly, listen to all opinions, and recognize a job well done.

**INTEGRITY.** We adhere to a high ethical standard while doing our job with honesty and professionalism.

**DIVERSITY.** We foster a welcoming environment for all airport users.

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## MESSAGE FROM THE CEO



With the passage of the Public Airport Authority Act (MCL 259.108 - 259.125c) by the Michigan State Legislature in 2002, the Wayne County Airport Authority (WCAA) assumed operational jurisdiction for Wayne County's two busiest air transport facilities: Detroit Metropolitan Wayne County Airport (DTW) and Willow Run Airport (YIP).

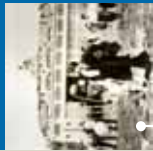
In the years since, WCAA has taken seriously its responsibility to ensure that both airports operate more efficiently, like businesses, instead of government bureaucracies. Under the leadership of our seven-member Board appointed by both state and Wayne County elected officials, the Authority has worked collaboratively with the communities it serves to transform both airports into economic engines for Southeast Michigan and beyond.

Evidence of this transformation is apparent throughout both airports. Despite the turbulent times for the airport transportation industry, WCAA today provides safer, more cost-efficient and more operationally-capable air transportation facilities than ever before. These enhancements have allowed both airports to welcome new carriers to expanded facilities, thereby allowing for more competition, lower prices, and added customer conveniences. And, with Northwest Airlines and Delta Air Lines on course to merge as of press time, we are now in a strong position to provide a world-class hub facility at DTW to the newly-combined, truly global carrier.

As we look toward the future, our challenge now is to stay ahead of the curve and continue to build-upon the success of the Authority's first five years to ensure that both DTW and YIP will continue to meet the needs of the dynamic Metro Detroit region well into the future.

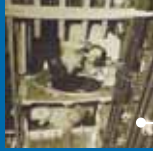
A handwritten signature in black ink that reads "Lester W. Robinson". The signature is fluid and cursive, written in a professional style.

Lester W. Robinson  
Chief Executive Officer  
Wayne County Airport Authority



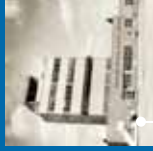
1929

Wayne County Airport was dedicated and opened to the public in 1929. It covered one square mile of land at the corner of Middlebelt and Wick Roads. The first official runway was built at the county's new airport followed on Feb. 22, 1930.



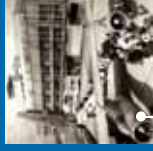
1941

Willow Run Airport was constructed and dedicated as a bombing base for World War II as they rolled off Henry Ford's assembly line at the adjacent Willow Run plant. It was the largest bomber plant in the world.



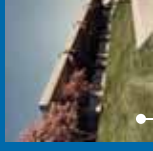
1947

Having grown to cover four square miles through a series of acquisitions, Wayne County Airport was renamed Detroit-Wayne Major Airport to reflect its newfound status as Michigan's air transportation system. The opening of the growing airport's second runway would follow a year later.



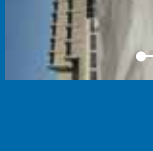
1958

Detroit and Wayne County officially merged with the dedication of the new, \$6.3 million L.C. Smith Terminal at the newly-renamed Detroit Metropolitan Airport. A new 10,900 runway, hotel and airport restaurant were also added, making Detroit Metro the first inland commercial airport in the nation.



1974

The Michael Berry International Terminal was completed as part of a \$69 million renovation issue, accommodating the rapid growth in international air traffic to Southeast Michigan from Detroit Metro Airport.



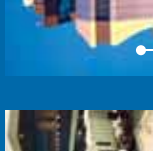
1986

Detroit's two largest airlines, Northwest Airlines and Republic Airline, were part of a merger, creating the new ATCT. By this time, DTW had passed Roissy-Charles de Gaulle Airport in Paris to become the world's busiest airport. Northwest Airlines inaugurated Detroit's first non-stop transatlantic flight to Tokyo, daily service to Tokyo.



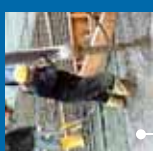
1992

FAA took control of its new \$15 million Tower of Air Traffic Control (ATCT) in September. At 250 feet, the new ATCT would become the tallest in the Great Lakes Region.



1996

Wayne County completed a \$1 billion bond sale to fund the airport's largest capital program in its history. By this time, DTW had passed Roissy-Charles de Gaulle Airport in Paris to become the world's busiest airport. Northwest Airlines inaugurated Detroit's first non-stop transatlantic flight to Tokyo, daily service to Tokyo.



2002

Wayne County and Northwest Airlines announced the \$1.2 billion, three-phase, \$1.2 billion, three-phase, \$1.2 billion, three-phase program in its history. By this time, DTW had passed Roissy-Charles de Gaulle Airport in Paris to become the world's busiest airport. Northwest Airlines inaugurated Detroit's first non-stop transatlantic flight to Tokyo, daily service to Tokyo.



American Airlines was the first airline to shift commercial operations from Willow Run to Detroit Metro Airport on October 1, 1958.

**On March 26, 2002, Michigan Gov. John Engler signed Public Act 90 into law, thereby establishing the Wayne County Airport Authority as an independent authority to manage Detroit Metro Airport and Willow Run Airport.**





## WCAA TODAY



McNamara Terminal Express Tram™

**TODAY'S DETROIT METRO AIRPORT (DTW)** welcomes nearly 36 million passengers per year, making it the 12th busiest airport in the U.S. and the 20th busiest in the world. DTW is the largest hub and primary U.S. international gateway for Northwest Airlines, the world's fifth busiest carrier, and the second-largest hub for ultra-low-cost carrier Spirit Airlines. Together with 15 additional passenger airlines – including six foreign flag carriers – Detroit's airlines and their regional partners offer service to more than 160 non-stop destinations around the globe.

Among the airport's three passenger terminals, the award-winning McNamara Terminal is perhaps the most vivid expression of the airport's dramatic transformation. Home to Northwest Airlines and its SkyTeam alliance partners, as well as more than 90 shops and restaurants, an elevated Express Tram™ and a 414-room Westin Hotel, the McNamara Terminal has lifted DTW to its current place among the world's premier air transport hubs. The McNamara Terminal is Northwest Airlines' primary international gateway and was designed specifically to provide smooth international-to-domestic connections. Unique among major U.S. hub airports, the terminal also features covered loading bridges at each of its 122 gates, enabling passengers to board even commuter and regional aircraft without going outside.

According to a 2005 study conducted by the University of Michigan–Dearborn, activity at DTW airport stimulates more than \$7.6 billion for the Michigan economy. And while WCAA directly employs just over 700 people, the airport is home to more than 18,700 jobs including each of the airlines, concessionaires, ground handlers, government agencies and other organizations operating at DTW. In fact, the same study found that activity at DTW stimulates more than 71,000 jobs throughout the State of Michigan—representing more than \$2 billion in local learnings to workers and businesses.

Today, DTW is the most operationally-capable airport in the Midwestern United States.



### DTW IN 2007 ...

IATA Airport Identifier	DTW
Number of Runways	6
Number of Gates	150
Number of Parking Spaces	Approx. 20,000
Shops & Restaurants	120
Number of Passengers	35,966,800
Number of International Passengers	3,187,556
Number of Aircraft Operations	467,230
Nonstop Destinations	160 (Including Seasonal Flights)
Total Cargo - (including Freight/Small Pkgs/Mail)	513,841,974 lbs.
Leading Passenger Destination (by Capacity)	Chicago, IL
Leading Passenger Destination (by Demand)	New York, NY

### AN ECONOMIC ENGINE ...

Airport Authority Employees	Approx. 700
Jobs Located On-Airport	18,700+
Total Economic Impact (Estimated)	\$7.6 Billion Per Year
Daily Economic Impact (Estimated)	\$20.8 Million Per Day
Total Jobs Impact in Michigan (Estimated)	71,000

**REFINING THE BUSINESS.** For commercial airlines, DTW is one of the least expensive airports in the United States at which to operate. That gives southeastern Michigan a significant advantage compared to other regions, since a low-cost airport creates opportunities for existing carriers to expand their business and new carriers to add service to and from Detroit. Carriers agree to pay net operating costs of an airport, and when such costs are controlled, they are more willing to increase their presence at that site. The more carriers serving the airport – and the more flights they operate – the better the scheduling and prices while increasing the number of nonstop destinations.

Airlines measure the cost to serve an airport using a formula that calculates the cost per enplaned passenger (passengers that have boarded any commercial flight). DTW's cost per enplaned passenger in 2003 was \$7.12. In 2007 that number fell to \$5.13. By comparison, the cost per enplaned passenger at other major U.S. hubs can be upwards of \$20.

Airlines are not the only ones paying less today to fly to and from DTW. Due largely to competition brought on by increased air service, the average cost-per-mile to fly to and from Detroit was lower than 78.7% of the nation's top 300 airports in 2007. According to data published by the U.S. Department of Transportation (DOT), Detroit was one of only two airports in Michigan – and one of only three major U.S. mainland hubs – to offer travelers lower average fares in 2007 over 2005.

Between 2003 and 2006, the Wayne County Airport Authority also made several significant investments at DTW to ensure the long-term efficiency of its facilities, including a sixth runway, a new terminal, an 11,000-space parking garage and a new south access road. The Authority also invested in the review of various airport operational processes to enhance both organizational and operational effectiveness.





Inside Detroit Metro Airport's McNamara Terminal

**AWARD-WINNING CONCESSIONS & SERVICES.** Detroit Metro Airport is home to one of the most lauded airport concessions programs in North America. With over 120 shops and restaurants, DTW's concessions generate important non-airline revenue that is a critical component of the airport's low-cost structure for airlines. Plus, Detroit Metro Airport delivers the quality and variety of airport concessions expected by today's discerning travelers. From fast food to fresh sushi; manicures to massages; gadgets, gifts, even golf simulators; and everything in between – DTW's vibrant and eclectic mix of restaurants, shopping, and interesting things-to-do, creates an airport experience unlike any other and a place travelers enjoy spending both their time and money.

**A FRESH APPROACH TO AIRPORT FOOD.** Detroit Metro Airport's award-winning concession program may be as pleasing to the heart as it is to the taste buds. In fall 2003, DTW teamed-up with the Henry Ford Heart and Vascular Institute, one of the top hospitals in the country for specialty care of the heart, to launch the airport's HeartSmart® program—a ground-breaking partnership geared at providing DTW's travelers with more healthy, heart-friendly menu options at the airport's restaurants. The program has attracted national attention and has helped enable Detroit Metro Airport to become one the top three healthiest U.S. airports in which to grab a bite for the last four consecutive years, according to the Physician's Committee for Responsible Medicine. The HeartSmart program is just one of several new, innovative approaches to airport concessions launched by the Airport Authority.



**1-2-3 PARK.** In 2007, WCAA launched its new 1-2-3 PARK program at Detroit Metro Airport. This new program utilizes Credit Card IN / Credit Card OUT technology to enhance both the airport's revenue strategy and provide customers with added convenience.

With **1-2-3 PARK**, customers can enter airport parking facilities simply by inserting a major credit card. When leaving the parking facility, customers simply insert the same credit card they used to enter and the parking fee is automatically calculated and charged to that card—eliminating the need for customers to keep track of a paper parking ticket.

The new **1-2-3 PARK** program cuts transaction time at parking facility exits down from about one minute to six seconds, drastically speeding-up the exit process for customers. Plus, the new system has automated much of the airport's parking operation, thus keeping operating costs low and improving efficiency. Initial customer feedback for this parking enhancement has been very positive.





## M McNAMARA TERMINAL

Since its opening in February 2002, DTW's McNamara Terminal has consistently been voted one of the best airport facilities in the country by both travelers and industry experts:

### Airports Council International 2008

#### Airport Service Quality Programme

- 3rd Place, international passenger satisfaction among airports of its size (25-40 million passengers) worldwide
- 5th Place, international passenger satisfaction among North American airports

### Airports Council International –

#### North America (ACI-NA) Excellence in Concessions Contest – 2007

- Best Convenience Retail Program

### Airport Revenue News -

#### 2007 Best Concessions Poll

- Airport with the Best Overall Concession Program – McNamara Terminal
- Airport with the Best Concessions Management Team – McNamara Terminal
- Airport with the Best Overall Concession Program Design – McNamara Terminal
- Airport with the Most Unique Services

### Airports Council International 2007

#### Airport Service Quality Programme

- 3rd Place, international passenger satisfaction among airports of its size (25-40 million passengers) worldwide
- 3rd Place, international passenger satisfaction among North American airports

### Airports Council International –

#### North America (ACI-NA) Excellence in Concessions Contest – 2006

- Best Food & Beverage Program
- Best Retail Specialty Program

### Airports Council International –

#### North America (ACI-NA) Excellence in Concessions Contest – 2004

- Best Retail Specialty Program
- Best New Retail/Specialty Concept – Ora Oxygen Spa – 2nd Place

### Airport Revenue News -

#### 2004 Best Concessions Poll

- Airport with the Best Overall Concession Program – McNamara Terminal

## SCHEDULED PASSENGER AIRLINES SERVING DTW

- AeroMéxico
- Air Canada
- Air France
- AirTran Airways
- American Airlines
- China Southern Airlines\*
- Continental Airlines
- Delta Air Lines
- Frontier Airlines
- KLM Royal Dutch Airlines
- Lufthansa German Airlines
- Northwest Airlines
- Royal Jordanian Airlines
- Southwest Airlines
- Spirit Airlines
- US Airways
- USA 3000
- United Airlines

\*Coming in 2009

**MORE FLIGHTS TO MORE PLACES.** With service from 17 of the world's leading passenger airlines, Detroit Metro Airport offers non-stop flights to 160 destinations around the world. Over the past five years, Detroit Metro's increasingly-efficient cost structure has lured new service to destinations ranging from Dusseldorf, Germany, to Peoria, Illinois, and new carriers such as Frontier Airlines, AirTran Airways and Air France. In 2008, Northwest Airlines began service to London Heathrow – Europe's busiest airport – and will begin new service to Shanghai, China, less than a year later. AeroMéxico, México's largest carrier, initiated new flights in April 2008 to Monterrey with continuing service to México City. Meanwhile, Detroit is excited to become only the third U.S. destination for China Southern Airlines, China's largest carrier, which plans to begin new nonstop service to its Beijing hub in 2009.

## I N T E R N A T I O N A L D E S T I N A T I O N S







Crosswinds Marsh

**CROSSWINDS MARSH.** In addition, the Airport Authority also continues to monitor and maintain Crosswinds Marsh—a 1,000-acre wetland preserve in Sumpter Township that was created in 1993 to compensate for 300 acres of on-airport wetlands disturbed during expansion projects. The award-winning Crosswinds Marsh has since been expanded and improved.

**NEIGHBORHOOD COMPATIBILITY PROGRAM.** Over the past five years, WCAA both accelerated and improved the DTW noise abatement program — known as the Neighborhood Compatibility Program — that had begun in 1997. While the airport had provided sound insulation to about 400 homes by 2002, with the establishment of WCAA, DTW picked-up the pace and insulated more than 1,900 additional homes over the past five years. Upon the program's completion in 2006, the FAA recognized the Authority for transforming DTW's Neighborhood Compatibility Program into the top such program in the region.

**INVOLVEMENT IN WATERSHED GROUPS.** With a land area covering about 6,700 acres, DTW splits across two watersheds. The airport actively participates in the watershed groups made up of member communities. Both of these watershed groups provide public education programs and work closely with other municipalities and landowners in the region to coordinate storm water management efforts.

With more than 500 million gallons of on-site storage capacity, the DTW storm water system far exceeds the Wayne County storm water run-off detention requirements. This capacity significantly reduces the risk and severity of flooding downstream of the airport.

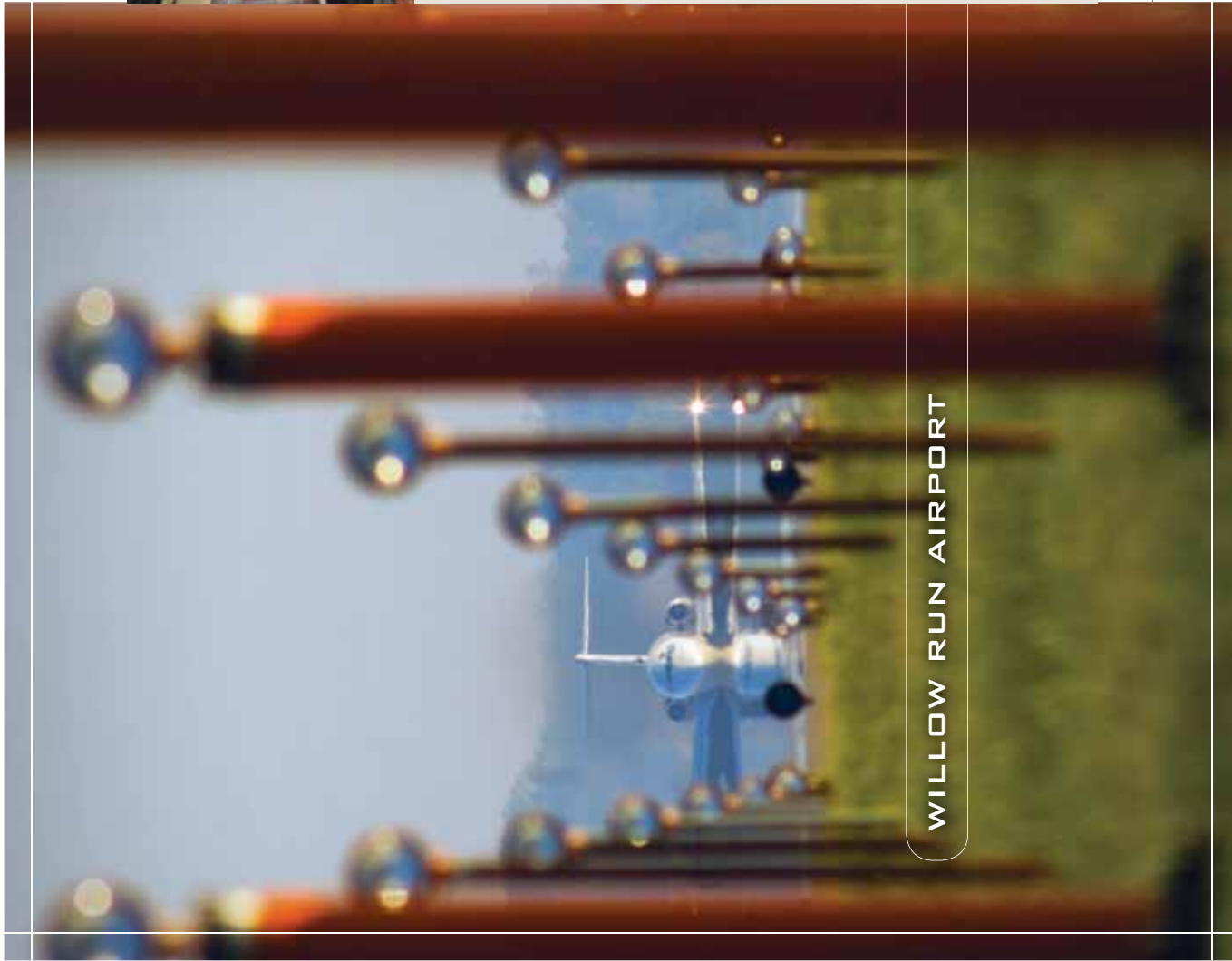
## ENVIRONMENT

**AIRCRAFT DE-ICING FLUID RECYCLING.** DTW is a world leader when it comes to recycling. Each winter, DTW recycles nearly one million gallons of aircraft deicing fluid (ADF)—making our airport the largest ADF recycler in the world for seven of the past eight years. By recycling this ADF, which can then be used for paints, plastics and other industrial materials, DTW saves approximately \$2 million in water treatment costs annually and is an important element of the airport's overall storm water management program.



**A GREENER GLOW.** Airport taxiway edge lights may be blue, but at Detroit Metro Airport they glow green for the environment and WCAA's bottom-line. In 2005-06, the Authority retrofitted more than 5,000 taxiway edge lights with new, longer-life and energy-efficient LED fixtures. The nearly \$1.5 million investment paid for itself after just a few months—the new fixtures save the Authority more than \$72 million in operating costs per year compared to the previous incandescent fixtures. And, the new LED lights last an average of 60 times longer.





# WILLOW RUN AIRPORT



Opened in 2007, Avflight's Willow Run East FBO is just one new addition to Willow Run airport that is custom-designed to meet the expectations of today's corporate pilots and passengers. Avflight's new corporate and general aviation terminal features a spacious, secluded lobby offering a living room feel. Comfortable leather furniture, flat-screen televisions and a relaxing environment help both travelers and flight crews refocus and recharge. Pilots appreciate the convenience of weather planning radar, web access, a conference room, the availability of certified, experienced line technicians and aircraft servicing professionals.

**WILLOW RUN AIRPORT.** Located seven miles west of DTW along the I-94 corridor, Willow Run Airport is a critical component of Southeast Michigan's transportation infrastructure. Although Willow Run Airport no longer serves commercial passengers, Michigan's third busiest airport remains a major air cargo, corporate, charter, and general aviation hub—a perfect complement to DTW.

Originally constructed in 1941 to field-test B-24 bombers for World War II as they rolled off Henry Ford's assembly line, Willow Run Airport became home to what was then the largest bomber plant in the world. In less than four years, Ford's Willow Run plant produced a remarkable 8,685 B-24 bombers, securing the airport's place in history.

Today's Willow Run has grown to become a vital part of our region's future. It may be rare now to find a B-24, on approach to one of Willow Run's five runways, but it is hard to miss the more than 100,000 aircraft that take off and land at the airport every year. Willow Run Airport is also a critical component of the state economy, having stimulated, directly or indirectly, more than 2,300 Michigan jobs representing a payroll of \$65 million. Businesses at the airport also generated \$9 million in local taxes during 2006.



**WILLOW RUN-WAYS.** Completed in 2007, Willow Run Airport's new Taxiway G is the first new stretch of pavement laid at the airport since Henry Ford's era and is the first of many major enhancements planned to improve the airport's operational safety and efficiency.



**NORTH TERMINAL.** When it opens in 2008, Detroit Metropolitan Airport's new, technologically-advanced North Terminal will represent another major investment in the region that will have wide-reaching benefits to businesses and consumers.

The 26-gate facility will replace the airport's aging Berry and Smith terminals. The new \$431 million terminal will serve as Detroit's home to Air Canada, American Airlines, AirTran Airways, Frontier Airlines, Lufthansa German Airlines, Royal Jordanian Airlines, Southwest Airlines, Spirit Airlines, United Airlines, US Airways, USA 3000 and charter flights.

The new terminal will be a tremendous time saver for travelers leaving and arriving in Detroit. The terminal's linear design will create a faster, more efficient method of taxiing aircraft that will save fuel and reduce both environmental emissions and taxi time.

The new terminal will include a Federal Inspection Services (FIS) station to accommodate international arrivals. It will also feature a ground transportation center to provide passengers with easy connections between the airport and commercial vehicles serving the community.

The North Terminal will also be equipped for common use terminal equipment (CUTE) to provide enhanced flexibility that both reduces costs and provides added passenger convenience.

When fully operational, the new terminal is expected to handle nearly seven million passengers per year, with room to grow. Together with the McNamara Terminal the new North Terminal will enhance DTW's status as one of the world's most modern, efficient and operationally-capable airports.

North Terminal under construction



## ON FINAL APPROACH





**VALE GRANT.** To support Detroit Metro Airport's proactive commitment to environmental excellence, DTW was awarded a Voluntary Airport Low Emissions (VALE) grant, totaling nearly \$5.1 million by the Federal Aviation Administration (FAA) to support the airport's plan to reduce operational emissions at its new North Terminal. Funding from the grant will be used support the construction of infrastructure to deliver fuel, temperature-controlled air and auxiliary electrical power directly to aircraft parked at each new boarding gate. Together, these three systems will eliminate the need for, and emissions associated with, mobile fuel trucks, while the preconditioned air and 400 hertz electrical power units will reduce the reliance on on-board auxiliary power units (APUs) and diesel-powered portable ground power units—thus reducing fuel consumption and associated emissions.

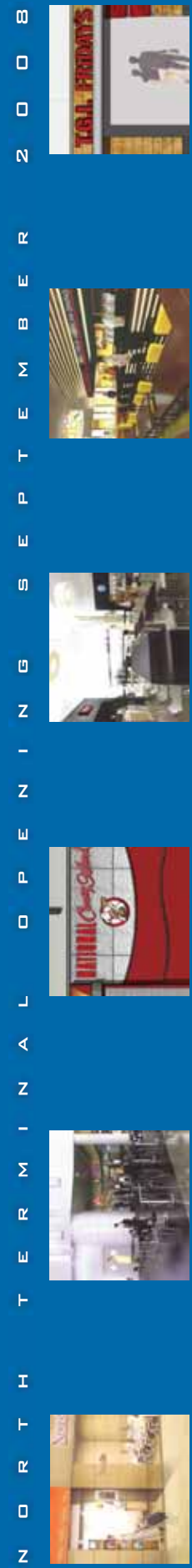
Altogether, the North Terminal infrastructure supported by the VALE grant is expected to spare the environment from more than 418 tons of carbon monoxide, 409 tons of ozone precursors, 366 tons of nitrogen oxides, 66 tons of sulfur dioxide, 42 tons of volatile organic compounds and 6.4 tons of particulate matter.



**EXCITING NEW CONCESSIONS FOR THE NORTH TERMINAL.** Detroit Metropolitan Airport's new North Terminal will feature much more than just shiny new gates and modern facilities. The new terminal provides the perfect backdrop and opportunity for the Authority to offer passengers an array of concession facilities similar to what today's travelers enjoy at the award-winning McNamara Terminal.

With an exciting collection of recognized brands such as Brookstone, Borders Books, Champps, TGI Friday's, Ruby Tuesday and McDonald's, to more unique local and specialty concepts like the Hockeytown Café, National Coney Island, Paul's European Deli, XpressSpa and more, the new terminal will be filled with a diverse mix of quality shopping and dining opportunities fitting for a world-class facility.

While the new terminal's collection of shops and restaurants are sure to tantalize the most discriminating of tastes, it will also support as many as 700 new jobs and generate as much as \$24 million for the Southeast Michigan economy.





## ON THE HORIZON



**A NEW MASTER PLAN.** The opening of the new North Terminal will mark the culmination of DTW's current Master Plan launched in the late 1980s. Now, the Airport Authority's challenge is to stay ahead of the curve and continue to build-upon the success of its first five years to ensure that both of its airports will continue to meet the needs of the dynamic Metro Detroit region well into the future. The Authority is developing a new Master Plan for DTW to include a number of additional capacity enhancements in preparation for expected growth in traffic. With total passenger enplanements at Detroit Metro Airport projected by the Federal Aviation Administration to increase an average of 2.3% annually, DTW expects to see a dramatic increase in passenger traffic—up to nearly 60 million passengers per year—by 2027.

**AUTOMATED TRANSIT SYSTEM (ATS).** The centerpiece of the airport's next Master Plan is an Automated Transit System (ATS) to provide airport customers with easy connections among airport facilities. The ATS will initially connect the airport's two passenger terminals, but could later be extended to connect both terminals with airport parking, a consolidated rental car facility and links to future regional transit. By providing fast and efficient tram service among airport facilities, the ATS will provide added passenger convenience while also reducing congestion on airport roadways and emissions associated with shuttle busses.



Artist's Conception of a Future Rental Car Facility for Detroit Metro Airport



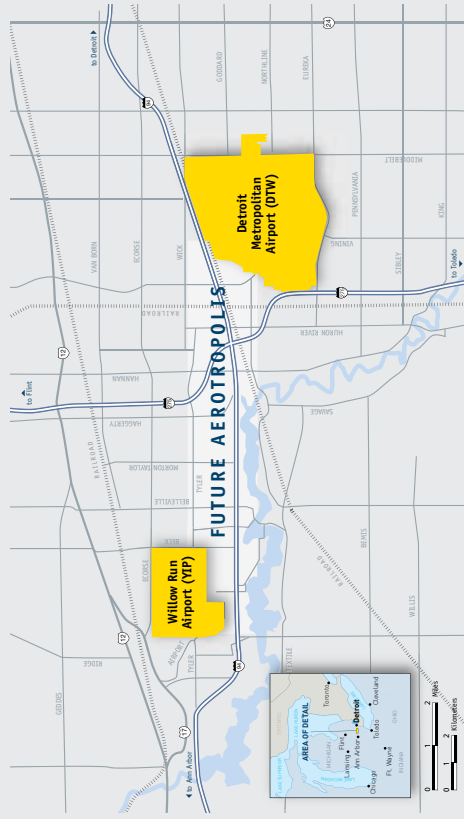
**CONSOLIDATED RENTAL CAR FACILITY.** DTW expansion plans also call for a new, consolidated rental car facility that will centralize the operations of all on-airport rental car companies to create a more modern, efficient and environmentally-friendly system of getting air travelers to and from their rental cars. Customers renting from any of DTW's on-airport rental car providers will transfer between the airport terminals and the rental car facility together – reducing roadway congestion and emissions created by each vendor operating its own shuttle busses. The new facility will streamline the rental and lot operations of all vendors by reducing redundancy, while the centralized facility provides a single, easy-to-find center for all rental car customers.

**NEW INTERNATIONAL AIR CARGO CENTER.** Development is already underway for the construction of a proposed International Air Cargo Center at Detroit Metro Airport. The new cargo facility would include a 50,000 sq. ft. cargo building, complete with office and warehouse space, as well as an additional 150,000 sq. ft. of aircraft and vehicle parking space. This new cargo center will be a valuable resource for attracting new and expanded air cargo operations to DTW.



**BUILDING AN AEROTROPOLIS.** Because Detroit Metro and Willow Run Airports are located just seven miles apart, and since both airports provide plenty of complimentary capacity, WCAA's two airports are uniquely positioned to become anchors of an emerging type of commercial development known as an Aerotropolis. This "airport city" would leverage the airports' economic potential by developing the area between and surrounding them into a global logistics hub for the movement of people, products and information, and would generate thousands of local jobs.

Already well-known as a world-leader for the design, development and production of manufacturing systems and processes, the Greater Detroit Region has the infrastructure, supply chain know-how, and deep regional asset base in industrial design, engineering, advanced manufacturing and logistics to build a world-class aerotropolis. However, WCAA recognizes that the success of this development relies largely on the safety, efficiency, and cost-effectiveness of both its airports. Going forward, the Authority will continue its five-year track record of ensuring that both airports continue to meet the demands of the region and travelers we serve well into the future.



## WITH OUR THANKS

Thanks to the leadership of our Board, the hard work of the Airport Authority staff and, most importantly, the commitment of the Metro Detroit community, Southeast Michigan is home to two world-class airports.

Detroit Metropolitan, a major hub airport, and Willow Run, a complementary cargo and general aviation airport, are a crossroads of commerce. They support the region's prospects for economic prosperity by efficiently moving business and leisure travelers as well as components and products to points around the globe.

More than 18,700 people work at our airports. According to a University of Michigan – Dearborn study, airport operations annually stimulate a total of 73,000 jobs in Michigan with an annual economic impact of \$7.8 billion. It is critical that we remain focused on a robust, long-term plan of exceptional service and efficient operations to enhance our role in global trade and to support our region's growth.

The Wayne County Airport Authority believes in Southeast Michigan and the ever-increasing importance of its airports to the region's future. Together with our customers and communities we will ensure that progress continues.

David L. Treadwell  
Wayne County Airport Authority Board Chair



David L. Treadwell  
Chair



James Settles, Jr.  
Vice Chair



Charlie J. Williams  
Secretary



Wayne S. Doran  
Board Member



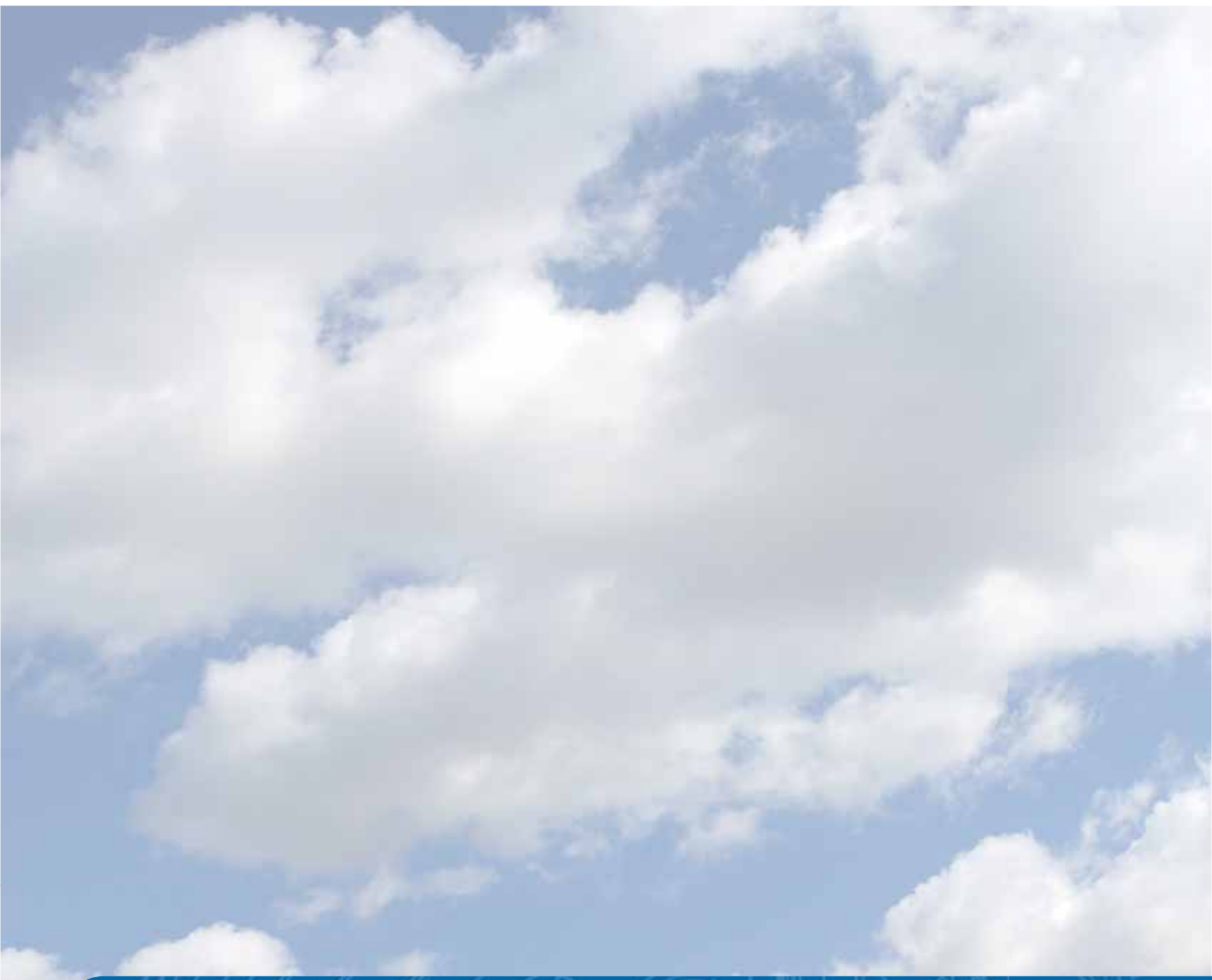
Michael M. Glusac  
Board Member



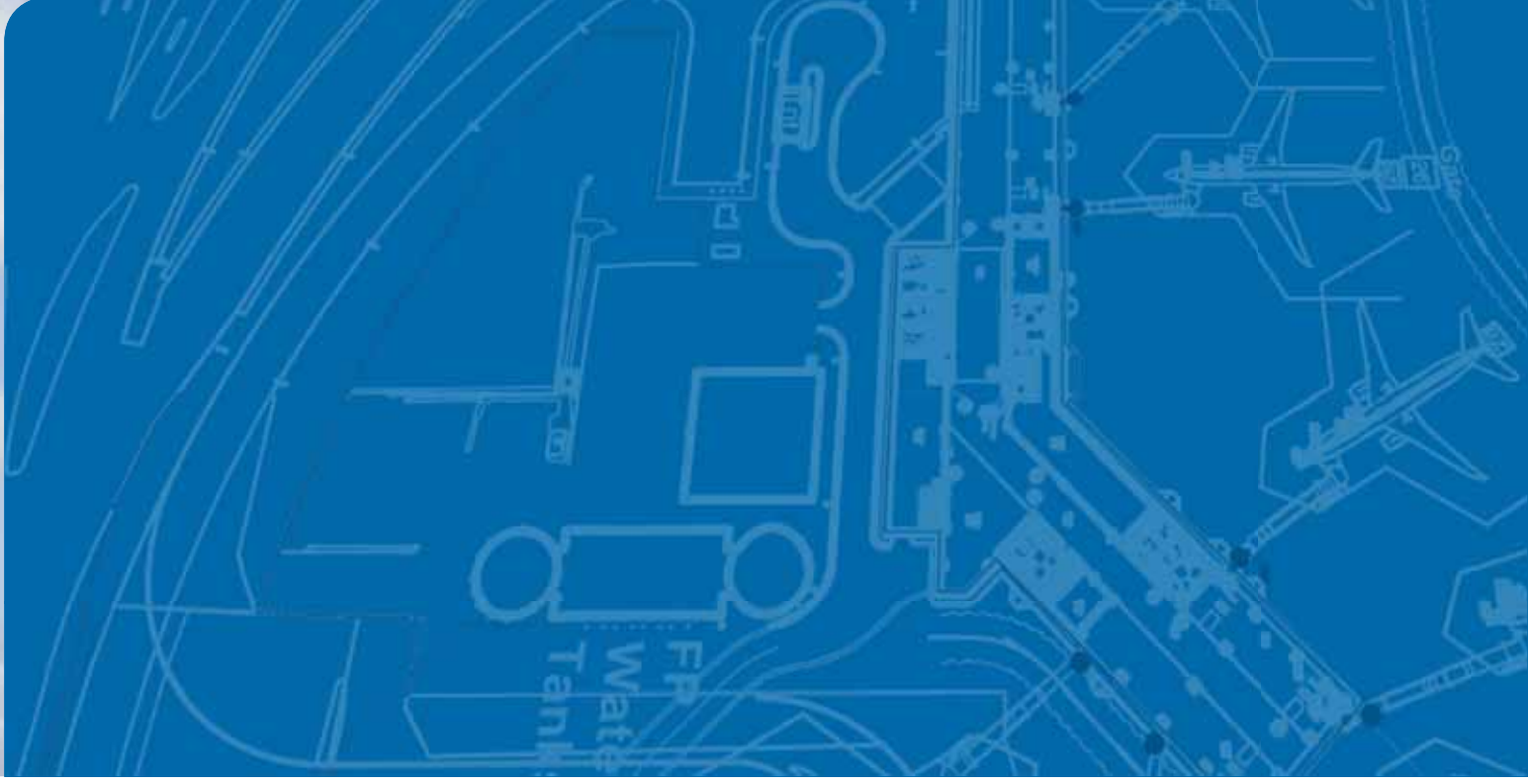
James B. Nicholson  
Board Member



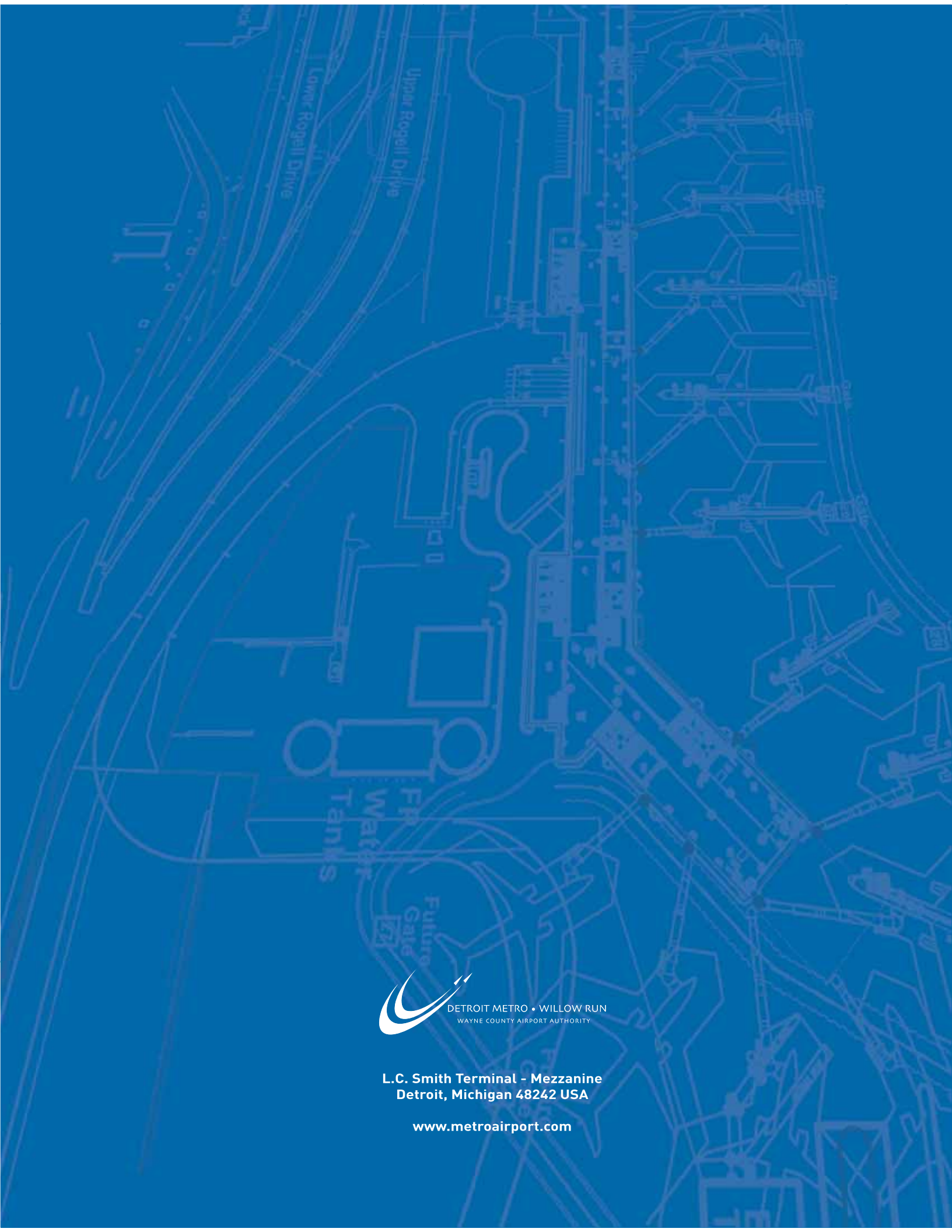
Bernard F. Parker  
Board Member



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This report is printed on 30% post-consumer recycled paper using vegetable-based inks.







DETROIT METRO • WILLOW RUN  
WAYNE COUNTY AIRPORT AUTHORITY

**L.C. Smith Terminal - Mezzanine**  
Detroit, Michigan 48242 USA

[www.metroairport.com](http://www.metroairport.com)