

# Halifax Northampton Regional Airport Strategic Plan 2023 - 2028



(draft 1.30.23)

## A Message from the Halifax Northampton Regional Airport Authority



*I am proud to introduce the Strategic Plan for the Halifax Northampton Regional Airport (IXA). The Strategic Plan calls on our organization to maximize our assets and play to our unique strengths, while acknowledging and addressing our weaknesses and threats. Most important of all, this is a plan developed for our Airport Authority leadership and staff to guide and direct collaborative efforts to achieve an exciting future for our airport.*

*Development of the plan was coordinated by the Strategic Planning Committee, comprised of staff, county and municipal officials, and key stakeholders representing all functions and levels within our organization. The Committee considered input received from our diverse groups and worked to develop priorities which reflect the collective needs of our organization.*

*Our Strategic Plan includes two key growth elements, Location and General Aviation. Our Vision defines what we aspire to achieve over the next five years. Our Strategies, Goals, and Objectives define our key priorities, and our Actions define how we will achieve our goals and objectives.*

*With our Strategic Plan now developed, we turn our attention to its implementation. Executing the initiatives we have defined will require a great deal of organizational focus and teamwork, but I am confident that the results will deliver important benefits – to the service we deliver to our customers and our community, to the competitive and financial strength of our enterprise, and to our working environment and culture.*

*I am personally committed to the successful implementation of our Strategic Plan. I look forward to actively engaging with all of you as we work together to develop the airport “positioned along the major transportation artery of the East Coast and the southeastern corner of Lake Gaston” that strives to be “the leading general aviation airport in the region for corporate and recreational flyers!”*

Ralph Johnson  
Chair, Halifax Northampton Regional Airport Authority

### Halifax Northampton Regional Airport Authority Members

Ralph Johnson, Chair

Jim Cooper, Vice-Chair  
Vernon Bryant  
Chis Canady  
William Dickinson

Calvin Potter, Secretary  
Joyce Buffaloe  
Bob Clark  
Tyus Few

### Halifax Northampton Regional Airport Strategic Planning Committee

Joyce Buffaloe  
Fred Draper  
Tyus Few  
Stephanie Harmon  
Cathy Scott  
Christina Wells

Jim Cooper  
Mary Duncan  
Dr. David Forester  
Ralph Johnson  
Greg VanderMolen



# Halifax Northampton Regional Airport Strategic Plan

Appropriate planning is critical to Halifax Northampton Regional Airport's (IXA) future development and must include evaluations of the facility's infrastructure, capabilities, and services. The current Airport Layout Plan (pg. 7) serves as the airport's infrastructure blueprint, which includes an inventory of existing facilities and conditions on the airport, and an evaluation of current design standards providing a basis for updated guidelines necessary to a safe, efficient, and economic airport system. To ensure the Airport's future growth is maximized to its full potential, the Halifax Northampton Regional Airport Authority chose to complete a Strategic Plan.

The Halifax Northampton Regional Airport is a general aviation airport located in the eastern region of the state. The airport has a 5,500' X 100' runway that can accommodate private and corporate aircraft. Runway 20 is equipped with a MALSR 1,400' medium intensity approach lighting system with runway alignment indicator lights.

## THE ECONOMIC IMPACT OF:

### Halifax-Northampton Regional Airport (IXA)

700 Gregory Farm Rd  
Halifax, NC 27839  
252-583-3492



**145**  
JOBS  
SUPPORTED



**\$678,000**  
IN TAX  
REVENUE



**\$5.5**  
MILLION  
IN PERSONAL  
INCOME



**\$17.6**  
MILLION  
ECONOMIC  
IMPACT



**64,500**  
POPULATION  
WITHIN 30 MINUTES  
OF AIRPORT



**20,900**  
OPERATIONS  
(ANNUAL)



**29**  
BASED  
AIRCRAFT

Source: 2021 NC The State of Aviation Airport Fact Sheets

As one of the 62 general aviation airports in North Carolina, IXA has an economic impact of \$17,600,000, with 145 jobs, \$5,500,000 in personal income, and \$678,000 in state and local taxes<sup>1</sup>. This impact is the 37th highest general aviation airport in the state. The airport has 29 based aircraft at its location and there are 64,500 people living within a 30-minute drive.

Located in the Greater Roanoke Valley Region (Halifax County encompasses 732 square miles and Northampton County covers 549 square miles), the airport is nearby to numerous outdoor recreation opportunities and regional amenities, including Lake Gaston and downtown Roanoke Rapids and Weldon. US Interstate 95 runs north-south just to the west of the airport, with Annual Average Daily Traffic (AADT) counts of 40,000 trips.

IXA is located about 10 miles southeast of downtown Roanoke Rapids and Weldon. Raleigh and Richmond are 75 minutes and 85 minutes away by vehicle, respectively. Lake Gaston is located 30 minutes to the northwest.



<sup>1</sup> The general aviation airport analysis quantified the impact of jobs supported by the airport directly, jobs supported by businesses that rely on the airport, and the impact of visitors. The economic impacts of the 2020 COVID pandemic are not reflected in this data. [North Carolina, The State of Aviation. "What Aviation Means To Our Economy." January 2021](#)

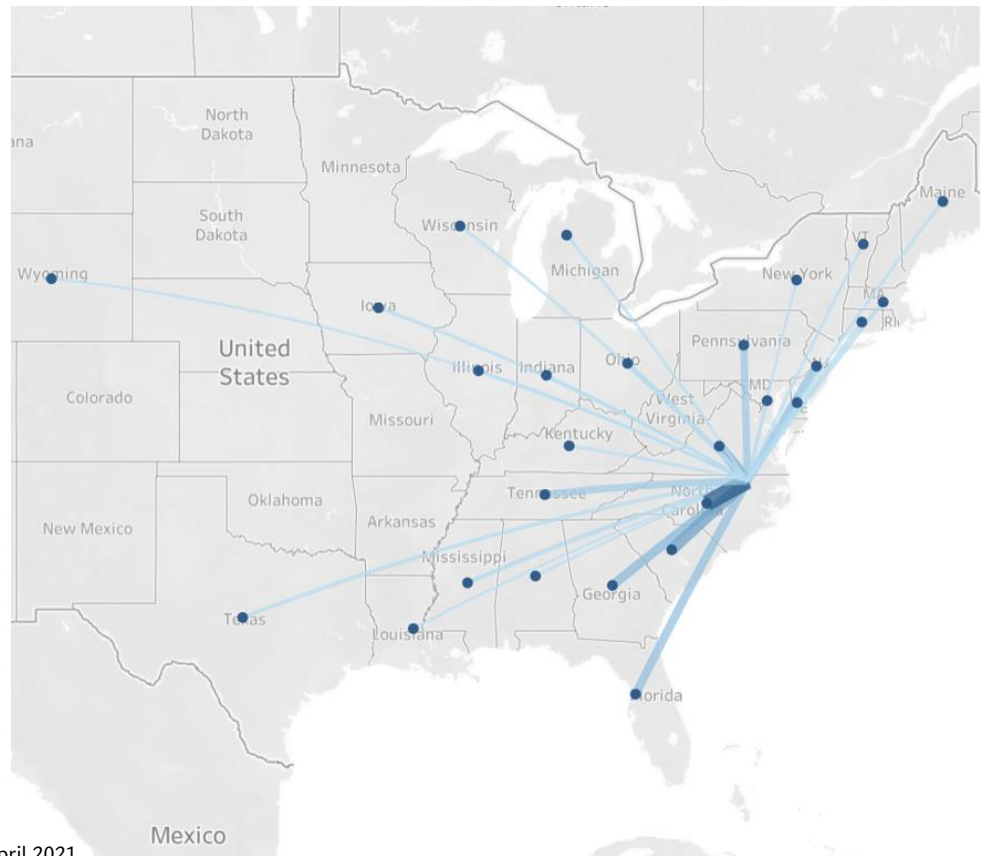
## IXA

Halifax-Northampton  
Regional Airport

Total flights:  
**471**

Flights to and from **27**  
states and/or countries

North Carolina	144	Delaware	3
South Carolina	67	Wisconsin	2
Virginia	59	Vermont	2
Georgia	41	Michigan	2
Florida	34	Maine	2
New Jersey	29	Kentucky	2
Pennsylvania	24	Illinois	2
Tennessee	22	Connecticut	2
Ohio	8	Wyoming	1
Mississippi	6	New York	1
Massachusetts	5	Louisiana	1
Texas	4	Indiana	1
Maryland	3	Alabama	1
Iowa	3		



Source: April 2021  
[public.tableau.com/app/profile/weston.head/viz/FiledFlightPlansforNorthCarolinaAirports/Dashboard](https://public.tableau.com/app/profile/weston.head/viz/FiledFlightPlansforNorthCarolinaAirports/Dashboard)

In 2020, there were 471 recorded flight plans to and from IXA from 27 states and/or countries. Of those flight plans, 144 were in North Carolina, 67 to/from South Carolina, 59 to/from Virginia, 41 to/from Georgia and 34 to/from Florida. This was a decrease from 2019, when there were 489 filed flight plans to and from 31 states and/or countries. This decrease is likely attributed to the COVID-related pandemic. These numbers of Filed Flight Plans will be less than the total number of flights, as pilots are not required to file a flight plan.

### Process

The Strategic Plan for the Halifax Northampton Regional Airport provides opportunities for operational improvements to further grow and develop this asset. The Plan includes:

- *Five-year growth and development strategy* created by the Halifax Northampton Regional Airport Strategic Planning Committee and other partners, including airport FBO staff, Airport Authority Members, and other partners;
- *Quantitative data* about the airport and its impact provided by NC State's Institution for Transportation Research and Education (ITRE) and NC Commerce's Labor and Economic Analysis Division (LEAD); and
- *Qualitative data* about strengths, weaknesses, opportunities, and threats provided by local, regional, and statewide stakeholders.

The Plan was developed through a partnership between the Halifax Northampton Regional Airport Authority, NC Department of Transportation – Aviation Division, and NC Department of Commerce, Rural Planning Program. The project began in August 2022, with the plan completion in January 2023. The Strategic Planning Steering Committee, composed of airport FBO staff and Airport Authority members, met 4 times over the late summer and fall of 2022 to develop this plan.

## Outcomes

The Strategic Planning Steering Committee developed a vision statement, chose transformative strategic areas, and developed goals and objectives for each strategy. Also, the Committee identified Actions/Projects to directly accomplish the goals and objectives.

## Strategic Planning Process



## Vision

*Halifax Northampton Regional Airport, positioned along the major transportation artery of the East Coast and the southeastern corner of Lake Gaston, is the leading general aviation airport in the Greater Roanoke Valley Region for corporate and recreational flyers*

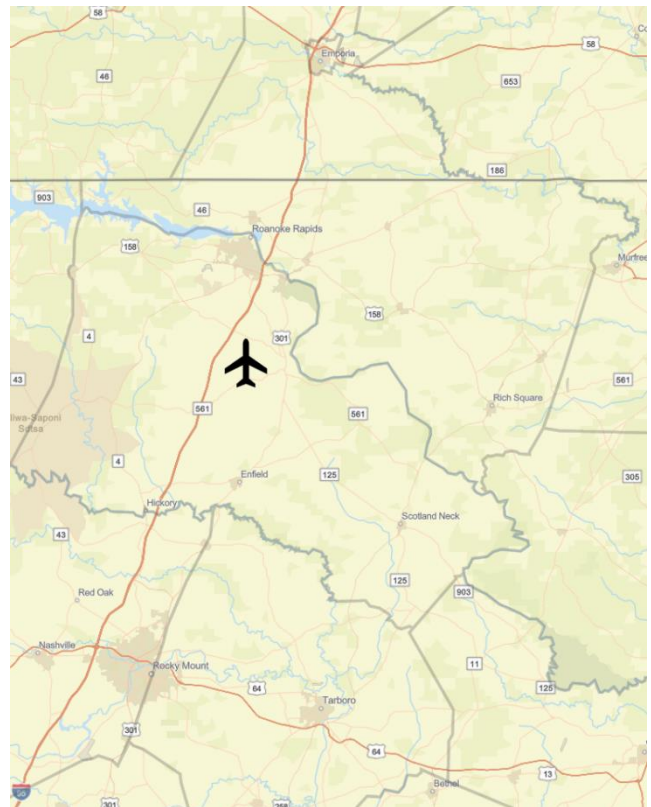
The transformative strategies are:

- Leverage the proximity to I-95 and Lake Gaston; and
- Become the leading general aviation airport in the Greater Roanoke Valley

The Centers of Activity (growth areas) are:

- Location; and
- General Aviation

*Location* actions and projects include an airport-centric marketing plan that advertises the economic impacts of the asset, the advantages of basing aircraft at IXA, updating the airport's website, and improving governmental coordination. Other actions include a regional marketing plan that includes working with local attractions, developing a link to the passenger trains in the region, partnering with local tourism development, and working with the small business community, events, and food trucks to attract people. A metric measuring how many airport visitors use regional attractions should be determined.



*General Aviation* actions and projects include increasing hangar space, acquiring a new fuel truck, developing a capital improvement plan, and work to include the Horizons Parkway Extension (future addition to the [Halifax Corporate Park](#), pg. 8) to the State Transportation Improvement Plan. Other actions to create and attract new airport users is to determine the user base, work with Halifax Community College on developing a flight instruction class and establishing a ground school course, creating a flight training school, purchase a rental plane, and work toward providing onsite mechanical service.



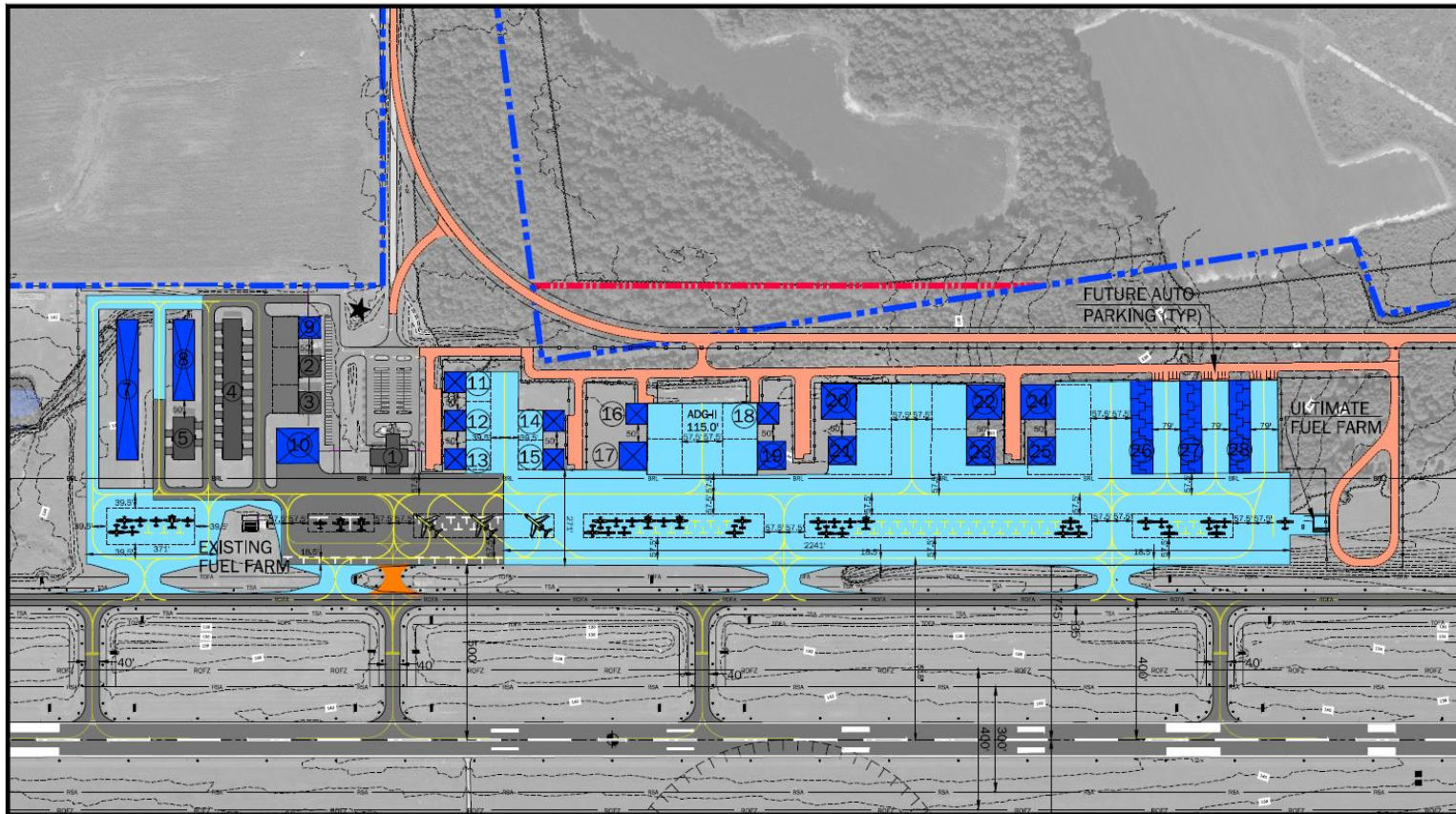
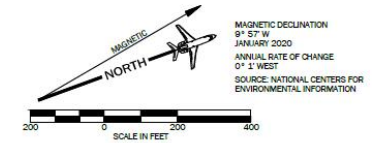
## Halifax Northampton Regional Airport (IXA) Strategic Plan

**Vision:** *Halifax Northampton Regional Airport, positioned along the major transportation artery of the East Coast and the southeastern corner of Lake Gaston, is the leading general aviation airport in the Greater Roanoke Valley Region for corporate and recreational flyers*

### STRATEGIES

<b>Location</b> <b>Leverage the proximity to I-95 and Lake Gaston</b>	<b>General Aviation</b> <b>Become the leading general aviation airport in the Greater Roanoke Valley</b>
<p>Goal: Market the location of Halifax Northampton Regional Airport</p> <p>Objective: Increase airport operations using new tracking system and increase number of based aircraft to 60 by 2028</p> <p>Actions:</p> <ol style="list-style-type: none"> <li>1. Develop an airport-centric marketing plan that includes:               <ol style="list-style-type: none"> <li>a. A marketing campaign that highlights the economic impacts of the airport</li> <li>b. The advantages of basing aircraft at IXA</li> <li>c. Improving the airport's website</li> </ol> </li> <li>2. Strengthen coordination between the airport and county government for Halifax and Northampton Counties</li> <li>3. Create a Member Appreciation event</li> </ol>	<p>Goal: Build and maintain airport infrastructure</p> <p>Objectives: Build new hangars, acquire fuel truck, and construct Horizons Parkway Extension</p> <p>Actions:</p> <ol style="list-style-type: none"> <li>1. Develop a capital improvement plan to add amenities and maintain quality of existing infrastructure</li> <li>2. Work toward the addition of Horizons Parkway Extension (future addition to the <a href="#">Halifax Corporate Park</a>) in the State Transportation Improvement Plan</li> <li>3. Increase hangar space to continue growing the numbers of based aircraft</li> <li>4. Acquire a new fuel truck and ground power unit</li> </ol>
<p>Goal: Promote Halifax and Northampton County attractions to flyers</p> <p>Objective: Grow number of visitors that use the airport to visit the counties' attractions 25% by 2028</p> <p>Actions:</p> <ol style="list-style-type: none"> <li>1. Develop a public marketing plan that includes:               <ol style="list-style-type: none"> <li>a. Working with local attractions to develop tours for airport users</li> <li>b. Developing a link between passenger train plans in the region and the airport</li> <li>c. Partnering with Halifax and Northampton Tourism Development to attract flyers to local outdoor recreation opportunities</li> <li>d. Working with the local small business community, events, and food trucks to attract people to the airport</li> </ol> </li> <li>2. Determine a metric to measure how many airport users visit regional attractions</li> </ol>	<p>Goal: Create and Attract New Airport Users</p> <p>Objectives: Measure the user base, create a flight school, and develop aircraft mechanic service by 2028</p> <p>Actions:</p> <ol style="list-style-type: none"> <li>1. Determine the user base and recreational/corporate ratios</li> <li>2. Work with Halifax Community College to:               <ol style="list-style-type: none"> <li>a. Develop a flight introduction class via Continuing Education</li> <li>b. Establish a ground school course</li> </ol> </li> <li>3. Establish a flight training school</li> <li>4. Purchase a rental plane for charters/flight instruction</li> <li>5. Work toward providing onsite mechanical service</li> </ol>

# Appendix A: Airport Layout Plan



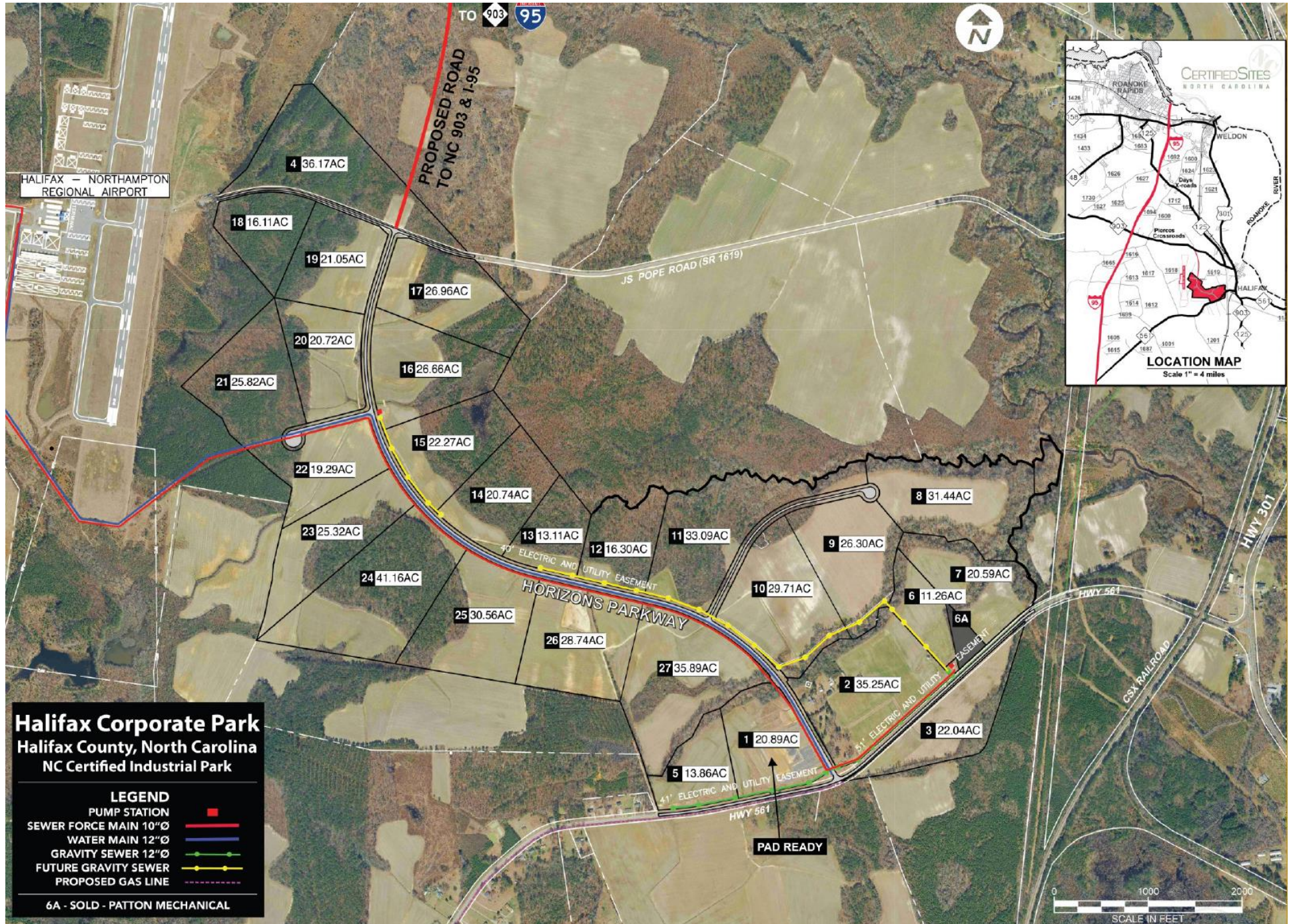
TERMINAL AREA DRAWING  
SCALE: 1" = 200'

LEGEND		
DESCRIPTION	EXISTING	ULTIMATE
PROPERTY LINE	---	---
AIRPORT BUILDINGS	---	---
AIRPORT PAVEMENT	---	---
AIRPORT PAVEMENT REMOVAL	---	---
PAVED ROADWAY	---	---
GRAVEL OR DIRT ROADWAY	---	---
EXISTING OFF AIRPORT BUILDINGS	---	SAME
RUNWAY MARKINGS	---	---
RUNWAY PROTECTION ZONE (RPZ)	---	---
ROTATING BEACON	---	SAME
AIRPORT REFERENCE POINT (ARP)	---	---
RUNWAY CENTERLINE	---	---
RUNWAY SAFETY AREA (RSA)	---	---
RUNWAY OBJECT FREE AREA (ROFA)	---	---
RUNWAY OBSTACLE FREE ZONE (ROFZ)	---	---
BUILDING RESTRICTION LINE	---	---
TSA	---	---
FENCE	---	---
THRESHOLD LIGHTS	---	---
REILS	---	---
PAPI OR VASI	---	---
AWOS 3-PT	---	SAME
NAVAID CRITICAL AREA	---	SAME
TREES / BRUSH	---	N/A
GROUND CONTOURS	---	N/A
EXISTING DITCH LINE	---	N/A
HOLDING POSITION LINE	---	---

ULTIMATE BUILDING LEGEND			
NO.	DESCRIPTION	TOP ELEV.	OBST. LIGHTING
1	TERMINAL BUILDING	171.45	NONE
2	STORAGE HANGAR	164.37	NONE
3	STORAGE HANGAR	168.40	NONE
4	T-HANGAR	162.17	NONE
5	STORAGE HANGAR	164.38	NONE
6	ELECTRICAL VAULT	154.68	NONE
7	FUTURE T-HANGAR	TBD	NONE
8	FUTURE T-HANGAR	TBD	NONE
9	FUTURE HANGAR	TBD	NONE
10	FUTURE HANGAR	TBD	NONE
11	FUTURE HANGAR	TBD	NONE
12	FUTURE HANGAR	TBD	NONE
13	FUTURE HANGAR	TBD	NONE
14	FUTURE HANGAR	TBD	NONE
15	FUTURE HANGAR	TBD	NONE
16	FUTURE HANGAR	TBD	NONE
17	FUTURE HANGAR	TBD	NONE
18	FUTURE HANGAR	TBD	NONE
19	FUTURE HANGAR	TBD	NONE
20	FUTURE HANGAR	TBD	NONE
21	FUTURE HANGAR	TBD	NONE
22	FUTURE HANGAR	TBD	NONE
23	FUTURE HANGAR	TBD	NONE
24	FUTURE HANGAR	TBD	NONE
25	FUTURE HANGAR	TBD	NONE
26	FUTURE T-HANGAR	TBD	NONE
27	FUTURE T-HANGAR	TBD	NONE
28	FUTURE T-HANGAR	TBD	NONE



## Appendix B: Halifax Corporate Park





## Appendix C: Implementation Schedule

### Location Leverage the proximity to I-95 and Lake Gaston

Goal: Market the location of Halifax Northampton Regional Airport						
Objective: Increase airport operations using new tracking system and increase number of based aircraft to 60 by 2028						
Completed <input checked="" type="checkbox"/>	Action	Name of Person Responsible	In-House-Outsource	Cost / Time	Partners / Assistance	Date To Be Completed
	1. Develop an airport-centric marketing plan that includes: a. A marketing campaign that highlights the economic impacts of the airport b. The advantages of basing aircraft at IXA c. Improving the airport's website					
	2. Strengthen coordination between the airport and county government for Halifax and Northampton Counties					
	3. Create a Member Appreciation event					

Goal: Promote Halifax and Northampton County attractions to flyers						
Objective: Grow number of visitors that use the airport to visit the counties' attractions 25% by 2028						
Completed <input checked="" type="checkbox"/>	Action	Name of Person Responsible	In-House-Outsource	Cost / Time	Partners / Assistance	Date To Be Completed
	1. Develop a public marketing plan that includes: a. Working with local attractions to develop tours for airport users					

Goal: Promote Halifax and Northampton County attractions to flyers Objective: Grow number of visitors that use the airport to visit the counties' attractions 25% by 2028						
Completed <input checked="" type="checkbox"/>	Action	Name of Person Responsible	In-House-Outsource	Cost / Time	Partners / Assistance	Date To Be Completed
	b. Developing a link between passenger train plans in the region and the airport c. Partnering with Halifax and Northampton Tourism Development to attract flyers to local outdoor recreation opportunities d. Working with the local small business community, events, and food trucks to attract people to the airport					
	2. Determine a metric to measure how many airport users visit regional attractions					

## General Aviation

### Become the leading general aviation airport in the Greater Roanoke Valley

Goal: Build and maintain airport infrastructure Objectives: Build new hangars, acquire fuel truck, and construct Horizons Parkway Extension						
Completed <input checked="" type="checkbox"/>	Action	Name of Person Responsible	In-House-Outsource	Cost / Time	Partners / Assistance	Date To Be Completed
	1. Develop a capital improvement plan to add amenities and maintain quality of existing infrastructure					
	2. Work toward the addition of Horizons Parkway Extension (future addition to the <a href="#">Halifax</a> )					



Goal: Build and maintain airport infrastructure						
Objectives: Build new hangars, acquire fuel truck, and construct Horizons Parkway Extension						
Completed <input checked="" type="checkbox"/>	Action	Name of Person Responsible	In-House-Outsource	Cost / Time	Partners / Assistance	Date To Be Completed
	<a href="#">Corporate Park</a> ) in the State Transportation Improvement Plan					
	3. Increase hangar space to continue growing the numbers of based aircraft					
	4. Acquire a new fuel truck and ground power unit					

Goal: Create and Attract New Airport Users						
Objectives: Measure the user base, create a flight school, and develop aircraft mechanic service by 2028						
Completed <input checked="" type="checkbox"/>	Action	Name of Person Responsible	In-House-Outsource	Cost / Time	Partners / Assistance	Date To Be Completed
	1. Determine the user base and recreational/corporate ratios					
	2. Work with Halifax Community College to: <ul style="list-style-type: none"> <li>a. Develop a flight introduction class via Continuing Education</li> <li>b. Establish a ground school course</li> </ul>					
	3. Establish a flight training school					
	4. Purchase a rental plane for charters/flight instruction					
	5. Work toward providing onsite mechanical service					