



WSP

Aviation Consulting

Crafting innovative solutions

Airports are facing financial and infrastructure challenges as they seek to modernize aging facilities, improve service, incorporate new technology and meet sustainability goals. A leader in aviation for more than half a century, WSP USA (formerly WSP | Parsons Brinckerhoff) provides comprehensive services to our public, airline and equity clients including planning, design, financial and management consulting, and program and construction management. From public-private partnership (P3) financing to asset management, our aviation consultants partner with clients on innovative solutions that encompass all aspects of airport infrastructure development.

Our services

FINANCIAL AND MANAGEMENT CONSULTING

— **Financial Planning and Funding**

WSP provides a full range of airport financial consulting services, including financial feasibility analysis, strategic financial planning, competitive grant assistance and alternative project delivery.

— **Innovative Financing and Public-Private Partnerships**

With funding scarce at the federal and local levels, airports are seeking innovative ways to deliver projects. We help clients go beyond passenger facility charges and general airport revenue bonds to leverage other resources. Our P3 services include value and risk analysis, sell-side technical and procurement advice, and procurement structuring and oversight.

— **Lender and Equity Investor Due Diligence**

WSP advises project sponsors and investors on airport P3 commercial and technical considerations. We help identify areas of risk and mitigation strategies, quantify potential costs and revenues, perform commercial analyses and assess financial feasibility.

— **Multi-Modal Solutions**

Airports are one component of a transportation network that includes roads, public transportation, freight and logistics, utilities and other facilities to enhance mobility and grow the regional economy. We have unique expertise where infrastructure intersects, helping clients achieve interconnected project delivery and funding.

ASSET MANAGEMENT

— **Asset Management Strategy**

Our deep understanding of asset class lifecycle needs enables clients to improve performance, reduce costs and minimize risk. Our service offerings span the entire scope of asset management assessment and planning, implementation and ongoing refinement. We focus on capability assessment, asset management plans, modeling, maintenance strategies, technology, training, performance management and capital investment planning.

— Capital Investment, Maintenance and Resource Planning

Recognizing that assets exist to deliver services, we focus on defining the necessary asset strategies to manage risks and deliver performance. We ensure strategies consider operational, management and asset delivery challenges – including airside, landside, terminal and airfield facilities. The resulting asset management plans support improved capital investment justification, reduced organizational risk, improved operating budget forecasting and alignment of resources.

— Business Planning

A comprehensive strategy for short- and long-term business operations is a key tool for successful airports. WSP's experts assist senior airport staff in improving efficiency, customer service and the bottom line.

— Gap Assessment and Implementation Strategy

WSP has developed an industry-leading asset management capability assessment model mapped to global standards and industry best practices, and aligned specifically to aviation challenges. The output is used to evaluate and benchmark an organization, and support the implementation of a comprehensive asset management improvement program.

Our experience

LUIS MUNOZ MARIN SAN JUAN INTERNATIONAL AIRPORT

WSP provided due diligence advisory services to an equity consortium in support of their bid for San Juan International Airport. Our analysis focused on supporting our client's business planning efforts, including capital expenditure planning, demand and capacity analyses, minimizing lifecycle costs and maximizing revenue.

LAGUARDIA AIRPORT

The new Terminal B, being delivered via P3, will provide world-class facilities for passengers and airlines. WSP is leading the design joint venture for LaGuardia Gateway Partners for the \$4 billion project, and assisting with the AirTrain project to bring passenger rail to LaGuardia Airport.

DENVER INTERNATIONAL AIRPORT

WSP has provided a broad range of services, including asset management, project delivery, and financial consulting to Denver International Airport. We helped to develop an overarching asset management policy, vision and strategy. This included guidance on lifecycle costing, capital planning, financial analysis, condition assessment, and risk-based asset evaluations to improve reliability and implement enhanced maintenance strategies.

BILLY BISHOP TORONTO CITY AIRPORT

WSP provided financial and technical due diligence to the winning equity consortium for the acquisition of the airline terminal from Porter Airlines. Our team worked closely with the consortium's legal and banking team to analyze the airport's unique market position and constraints, develop a passenger forecast, examine revenue growth potential, and detail risk factors.

LOS ANGELES WORLD AIRPORTS

WSP was part of a joint venture for planning and design of the \$5+ billion Los Angeles International Airport Landside Area Modernization Program. We helped Los Angeles World Airports select the appropriate project delivery mechanism, assess risk, and plan the P3 procurement for the design-build-finance-operate-maintain availability payment delivery of a new automated people mover connecting to the world's largest consolidated rental car facility.

CHICAGO O'HARE EXPRESS RAIL

On behalf of the Chicago Department of Aviation, WSP analyzed the technical and financial feasibility of P3 delivery of a new express rail connecting Chicago O'Hare International Airport and downtown Chicago. Our services included ridership forecasting, financial analysis, conceptual design and costing, P3 industry outreach, and preparation and evaluation of the P3 competition that resulted in the recent selection of Elon Musk's The Boring Company to develop the project.



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