



NORTHERN COLORADO REGIONAL AIRPORT COMMISSION

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LOCATION:

**THE RANCH
LARIMER COUNTY CONFERENCE CENTER
5280 ARENA CIR
LOVELAND, CO 80538**

STRATEGIC PLANNING WORKSHOP

AGENDA

FRIDAY, MARCH 30, 2018

I.	Introduction/Opening Comments	1:00-1:10pm
	a. Workshop Objectives	
	b. Ground Rules	
II.	2017 – A Year in Review	1:10-1:30
III.	Focus Group Feedback (Themes)	1:30-1:45
IV.	Assessment Exercise	1:45-2:15
V.	Review of Current Strategic Plan	2:15-2:30
	a. What is missing?	
	b. Does anything need to be changed?	
VI.	Break	2:30-2:40
VII.	Identification of Key Initiatives & Strategies (Small Groups)	2:40-4:50
	a. Desired Outcomes	
	b. Tasks	
	c. Roles/Responsibilities/Timeline	
VIII.	Next Steps	4:50-5:00pm

Meeting Planning Calendar

Apr 19	May 17	June 28
<ul style="list-style-type: none">• Master Plan Update• Remote Tower	<ul style="list-style-type: none">• Land Use - Airport T-Hangars• Risk Management - ARFF	<ul style="list-style-type: none">• 2017 Airport Audit

The Cities Title VI policies can be found at the following websites

www.fcgov.com/legal/?cmd=non-discrimination

www.cityofloveland.org/departments/human-resources/risk-management/ada-policy-notice



www.facebook.com/fortloveair



<https://twitter.com/flynoco>

Northern Colorado Regional Airport (FNL)

Focus Groups
March 20, 2018

Employee Focus Group – 8 participants

1. Who is the Airport customer?

- General Public
 - Air service
 - Noise
 - Pilots
 - Tenants
- City of Loveland, Ft Collins
 - Economic development
- Businesses
 - Corp aircraft
 - Based businesses
 - Neighboring businesses
 - CSU
 - Charter operators
- Adjacent Businesses
 - Hotels, car rentals
- Airlines
- Police Departments
 - Regional Training Campus
- Colorado Dept. of Public Safety
 - Firefighting
- Colorado Parks & Wildlife
- Green Ride
- Ground Transportation Service companies
- DEN Diversions
 - CYS
 - Frontier
 - Southwest
 - SkyWest
- Hospital/Air Medical
- Military Flight Schools

2. What is working well at the Airport?

- Growing / Operations, Fuel, Hangars
- Safety / Training
- Snow Operations/ Irregular Operations
- Customer Service

- City of Loveland Training
- Great relationship with Loveland Fire Rescue Authority
- Meeting FAA standards for ARFF
- Great pride in maintenance of airport
 - Buildings
 - Grounds
 - Airfield
- Spends money well
- Accommodate variety of aircraft
- Communication between airport and tenants
- Social Media
- Efficient Operation
- Co-ownership
- Remote tower
- Location -proximity to I-25
- Distance from DEN
- Hangar demand / Hangar construction
- Emergency Ops – Redundancy w/LFRA and other adjacent fire departments

3. What are the challenges facing the Airport?

- Co-ownership / Bureaucracy
- Finances / \$ Shoe-String Budget
- Cannot Leverage State/Federal Grants
- Infrastructure
 - PAX terminal
 - Roadways
 - Water / Sewer
 - Utilities
 - Lack of airline
 - Lack of Air Traffic Control Tower
- Lack of coherent strategy to fund infrastructure
- Rocky Mountain Blvd – improve roadway and landscaping – entrance
- Challenge of compatible land use with adjacent development
- Retail development vs. industrial uses
- Conflicting opinions about feasible land use
- Level of demand for uses
 - Actual cluster of industry types
 - Use (Tech vs. Industrial)

4. If you could change one thing, what would it be? (check marks indicate concurrence by other participants in focus group)

- ✓ Airport Ownership
 - Ability to be nimble

- Importance to Loveland vs. Ft. Collins
- Airline – 5 destinations
 - PHX, LAS, LAX, ORD, DFW
- Infrastructure Plan and funding
- vV Correct through-the-fence agreements
- Access / Egress to the airport east side of I-25

Users Focus Group – 8 participants

1. Who is the Airport customer?

- Pilots
- Heavy weight corporations
 - CSU / Blue Ocean
- Student pilots/renters
- General community / Public / Collings Foundation
- Federal / State agencies
- Hospitals / medical centers
- Military
- Aircraft services / maintenance services
- Transient aircraft / tourists
- Hangar associations
- FBO

2. What is working well at the Airport?

- Emergency services
- Support aircraft and overall operations
- Maintain infrastructure
- Customer service
- Snow removal
- Work well with TSA
- Larry & staff responsive to hangar issues
- Worked to 'land' crack seal / seal coat for hangars
- Able to manage mix of aircraft
- Supportive of events
- Forward-looking management / inclusive
- Personable service from staff – go the extra mile
- Remote tower
- Minimum standards for FBO
- Allow use of terminal building for large groups

3. What are the challenges facing the Airport?

- Public access for observations (public)

- Crosswind runway – should be 75 feet maintained runway
- Cost to build facilities
 - T-hangars
 - Cost of hangars
 - City lease 25 years w/o renewals
 - Lease expense
 - Bathroom - onerous regulations
 - Wait list
 - Losing aircraft to GXY / LMO
 - Old hangars
- Utilities / roads / infrastructure
- Yellow hangars – lack maintenance, look / appearance at entrance
- Cost of fuel
- Lower flowage on weekend
- Lack of restaurant on site / lease rates and infrastructure
- Entry way into airport
- Gates with same numbers

4. If you could change one thing, what would it be? (check marks indicate concurrence by other participants in focus group)

- ✓ Make crosswind official runway
- ✓✓ Leases: less expensive / less burdensome to build
- Lack of infrastructure
(Bathrooms, restaurant)
- Financial package from City to support
- Both cities support the airport

External Stakeholders – 5 participants

1. Who is the Airport customer?

- Firefighting
- Aviation user / runway
- General aviation user
- Manufacturers / employers
- Business developers
- Landowners
- Private / corporate aviation
- Non-aviation customer (not inside fence)
- Public / special interest (Women in Aviation)
- Corporations – HP, Intel, etc.
- Commuters on I-25 (potential customers)
- Investors, financial institutions

- Hospital
- Military
- CSU
- UNC
- Flight schools
- Large event attendees

2. What is working well at the Airport?

- Snow removal
- Hangar maintenance
- Location – proximity to I-25 and communities
- Emergency response
- Wildland firefighting staging
- Million \$ view
- Affordable parking
- Green Ride / shuttle service
- Able to attract FAA funding
- Innovation – remote tower
- Efficient services based on funding
- Accessible staff

3. What are the challenges facing the Airport?

- Enormous lack of urgency
- Joint sponsorship with divergent interest
- No sense of place
- Proximity to DEN
- Lack of Air Traffic Control Tower services
- Need enticement vehicle
- Runway length
- Financial / lack of City investment
- Sponsors do not act as a developer
 - Utilities
 - Lack of infrastructure plan
 - Roads
 - Water / Sewer
- Strategic marketing plan
- Special event plan
- Hangar – cost of development
- Never seen itself as an economic drive – on-airport and area of influence
- Lack of vision
- Lack of opportunity through policy
- Lack of strategic building plan (hangars, roads)

- Entryway to airport – signage (on I-25)
- Lack of common view of joint asset (taps, lease permits, enticement match)
- Educate commission on range of services
- Restaurant / Conference Center
- Terminal plan
- Multi use facility
- Remote tower training facility
- Opportunity to maximize the airport as an asset
- Needs to be looked at as revenue generator
- Public services – gas station, basic goods and services
- Hangar leases – 25-year without extensions
- Railroad, transportation system adjacent
- Political will to maximize the asset + develop business plan
- Challenged by:
 - Risk adverse
 - Different interests
- Could be a business center / incubator
- What is role of FBO / 2nd FBO
 - Poor facility
 - Lack services

4. If you could change one thing, what would it be?

- Increase political will
- Improve appearance / entry to airport
- Increase community visibility / marketing of airport
- Create sense of place – give people a reason to come to the airport
- Bolder / active vision for aviation as an economic center
- Developed and ready-to-go infrastructure (permit ready lots)