REGULARLY SCHEDULED MEETING
WEDNESDAY, JANUARY 22, 2020
3:30PM – 5:00PM
AGENDA

CALL TO ORDER
  • NEW COMMISSIONER WELCOME

ROLL CALL

PUBLIC COMMENT

CONSENT AGENDA

1. DECEMBER 19, 2019 MEETING MINUTES
2. AIRPORT DIRECTOR’S REPORT FOR DECEMBER
3. MONTHLY FINANCIAL STATEMENT FOR DECEMBER
4. LEASE ASSIGNMENT AND ASSUMPTION – 5245 NORTHROP

PULLED CONSENT AGENDA ITEMS

CONSENT AGENDA FOLLOWUP

REGULAR AGENDA

5. DEVELOPMENT UPDATE: DISCOVERY AIR & HOMESTEAD HANGARS – 30 MIN
6. PROPOSED AIRPORT DEVELOPMENT AND LAND USE STANDARDS – 20 MIN
7. DRAFT STRATEGIC WORK PLAN 2020 – 20 MIN
8. BUSINESS FROM MEMBERS

ADJOURN

Meeting Planning Calendar

<table>
<thead>
<tr>
<th>February</th>
<th>March</th>
<th>April</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Strategic Work Plan for 2020 consideration</td>
<td></td>
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<tr>
<td>• FAA &amp; State Grants</td>
<td>• Staffing Plan</td>
<td>• Airport tours (Remote Tower and Aims Community College Flight Center)</td>
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<tr>
<td></td>
<td>• Master Plan: Final Draft Approval &amp; Recommendation to City Councils</td>
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Scheduled PDSC Meetings: February 26 @3:30

WIFI: COLGuest Password: accesswifi
December 19, 2019 Meeting Minutes

Call to Order: Vice-Chair Fleming called the meeting to order at 3:33 p.m.

Roll Call: Chair Troxell, Vice-Chair Fleming, Commissioners Adams, Atteberry, Burgener, and Stooksbury were present. Chair Troxell attended via teleconference. Commissioner Overcash was absent.

3:36 p.m. Chair Troxell disconnected from teleconference arrived in person

Public Comments:
Jacki Marsh, COL Mayor: Requested the Commission adjust the City liaison be required to be the City Mayors from each City. Troxell: The decision on liaisons are determined by each City Council, which is set by the bylaws which were also set by each of the City Councils. Rob Malloy, COL Councilor: Stated he was on the planning commission for 13 years and was responsible for zoning 300 new homes within the Airport’s influence area and more noise complaints should be anticipated once Allegiant returns. Suggested adding more subcommittees in anticipation of noise issues. Offered to help with the rezoning of the Airport. Troxell: The Commission is not rezoning the Airport, we’re only planning a design overlay.
David Ulane, CDOT Aeronautics Director: Invited the Commission to the next quarterly CDOT Aeronautics Board meeting on January 27th at the Brown Palace.

Consent Agenda

Consent Agenda Amendment The proposed 2020 meeting calendar was amended to list January 22 instead of January 16.

Commissioner Adams moved to approve the Consent Agenda. The motion, seconded by Vice-Chair Fleming carried with all the Commissioners present voting in favor thereof.

Consent Agenda Follow-up Vice-Chair Fleming recommended the schedule be reviewed quarterly.

Public Comments: None

Regular Agenda

5. Remote Tower Project Update The Colorado Remote Tower Project is a collaboration between the FAA, CDOT division of Aeronautics, the Northern Colorado Regional Airport, and Searidge Technologies. Construction of the system began in August of 2018 and reached the official point of completion late last month. During this year, the project has experienced unforeseen delays attributed to the innovative nature of the proof of concept. Examples of delays that have created the most challenges include navigating through FAA required safety risk management processes, creating continued buy-in from the
many FAA departments, and obtaining certified air traffic controllers from an external provider.

The FAA’s Remote Tower Project Manager Rob Higginbotham shared that the start to testing has been further delayed due to the difficulty of hiring certified air traffic controllers through their identified regional provider Serco. The FAA anticipates an approximate ten weeks of additional time is necessary to procure these support staff. A map of the current federal contract towers (FCT) and the associated private sector providers has been provided for your information. The map shows the various locations of FCT facilities and the associated contractors that provide support for each region. The State of Colorado exists within the FAA’s Western Service Area, which is also identified as the region supported by Serco for contract air traffic control services.

Positive news is that the Airport has worked with CDOT project manager Bill Payne and the FAA’s Air Traffic Organization to advocate to keep air traffic control services functional during the periods between testing phases. This will allow for continuity of air traffic control services which will enhance safety and promote economic benefit through the currently postponed return of commercial air service. Staff also found that the installation of the next generation radar display from the Raytheon Company referred to as Standard Terminal Automation Replacement System or STARS, will be a federally supported system that will not require Airport funding support for acquisition or future maintenance.

Airport staff is working with members of the project team to identify options that would reinforce the scheduled start of air traffic control services, and to obtain the project scheduled for the Leesburg VA remote tower project. Staff will share options and the Leesburg project schedule if it is made available during the meeting. David Ulane, Colorado Director of Aeronautics and Bill Payne, CDOT Aeronautics Project Manager are also planning to attend the meeting to assist with answering any project related questions.

Commissioner Adams moved to grant the Airport Director and Commission Chair the authority to sign the letter drafted by William Payne on behalf of the Northern Colorado Regional Airport Commission for the purpose of documenting project expectations with the FAA. The motion, seconded by Vice-Chair Fleming carried with all the Commissioners present voting in favor thereof.

Public Comments: None

6. Planning and Development

The Airport Commission’s Planning and Development Subcommittee and Airport Staff have worked through many goals and tasks that were identified and approved by the Airport Commission in early 2019. This item
Subcommittee Work Plan will reflect on what was accomplished during the year, provide a brief overview of the status of each task, and will allow for time to provide input and direction on priorities that the Commission has that they would like to see included in the work plan for 2020. The PDSC and Airport staff are targeting the next meeting to be able to bring forward an updated work plan for the next year.

Public Comments:  
David Ulane: CDOT Aeronautics’ Economic Impact Study will be released at the Board’s meeting in January. Stated KFNL’s numbers would please the Commission.

7. Election of Officers
Conduct the election of officers selecting a Chairperson and Vice Chairperson to serve during the 2020 calendar year

Public Comments:  None

Commissioner Stooksbury moved to nominate the seated officers from 2019 for the 2020 appointment. The motion, seconded by Commissioner Adams carried with all the Commissioners present voting in favor thereof.

8. Business From Members

Public Comments:  None
Bob Hau, resident: Conveyed his congratulations on the air show and suggested it be a private public venture for resources. Rob Malloy: You can get a lot of ideas from Oshkosh airshows. Jim Sampson, resident: Don’t rule out urban air mobility. James Hays: The public is adverse to regular flights how will they react to constant UAV activity.

Fleming: Could we get a brief on the airshow?

Licon: The Navy has confirmed the Blue Angels will perform October 16-17 in 2021 in their preliminary performance schedule.

Stooksbury: Is this airport the best large audience venue? Maybe we should consider a multi-venue airshow such as CSU’s stadium or other locations that already host large audiences. Frontage Road will not handle the traffic for a successful outcome for this event.

Troxell: I’m involved in National League of Cities and as Co-Chair of Transportation Technology component under the Transportation Infrastructure Services Federal Advocacy Group. New technology is constantly emerging, vehicles and drones. Google’s drone service, wing.com, in Christiansburg, Virginia is completing autonomous UAS deliveries now. We should plan a technology and drones discussion between the cities to be proactive on the possible impacts from these emerging technologies.
Atteberry: [https://wing.com/united-states/virginia](https://wing.com/united-states/virginia) is a great resource on this, FedEx, UPS, and Walgreens are already making drone deliveries in Virginia.

Troxell: Euro CAE who does remote tower ops in Europe will be visiting Fort Collins January 14-16 to have their meeting and they will be touring our Remote Tower.

**Adjournment:** Meeting adjourned at 4:42 p.m.

Respectfully Submitted,

_________________________________________
Vice-Chair, Tom Fleming
DATE: January 6, 2020  
TO: Northern Colorado Regional Airport Commission  
FROM: Jason R. Licon, Airport Director  
RE: Airport Monthly Report

Future Airshow Event

The United States Navy published their preliminary 2020-2021 schedule for the Blue Angels flight demonstration team. The schedule indicated that an airshow event for the weekend of October 16 & 17, 2021 was scheduled at the Northern Colorado Regional Airport. The news is preliminary for planning purposes, and is subject to change until the schedule is confirmed next December (2020). The Airport Commission has approved the creation of an air show committee that will begin working to coordinate event planning efforts to ensure a successful event. The Airport has collaborated with a company that has a long and successful record for coordinating and hosting these events, Airshow Network.

Remote Tower Update

During the month of December tours of the facility and system demonstrations were provided for many groups. These included the Colorado Department of Transportation Aeronautics Division, the Wyoming Department of Transportation Aeronautics Division, the Aircraft Owners and Pilots Association, the Colorado Pilots Association, FAA officials, and local organizations such as The Flying School students, and the Loveland Fire and Rescue Authority.

During the month of December Airport Director Licon and many others involved in the project participated in a safety risk management panel that was required by the FAA to change the airspace classification and install the mobile air traffic control tower as part of the first phase of testing. The panel was successful in that the FAA determined the airspace change will not pose any significant safety risks. Also in December, the FAA withdrew their position of not allowing the Airport to fund the air traffic controllers between testing phases; which will provide a significant enhancement to airport operational safety through consistency of having air traffic


control services. To have air traffic control services active for short periods of time would have further limited the ability to attract air traffic controllers to work as part of the project.

Looking ahead into the next year, the timeline for the start of active testing and air traffic control at the Airport as shared by the FAA project team is the beginning of the second quarter of 2020. The FAA and Serco, the provider of the air traffic controllers for this project, expect that they will have finalized their contract by the middle of January, and following this, the Mobile Air Traffic Control Tower (MATCT) will be installed onto the airfield. Once the MATCT is installed and connected, Serco will begin to train controllers to operate the system.

Focus on Airport Based Business: The Flying School

The Flying School is one of the three fixed wing aircraft training centers located at the Airport. The school has been in operation since 1996 and is locally owned and operated. Their fleet consists of a number of flight training aircraft, mainly the Cessna 172 model, and are available for flight instruction and for pilots to rent. They provide flight training for many FAA licenses and ratings including private pilot, commercial, instrument, host an aerocamp for youth in the summer and provide instruction for those wanting to become certified flight instructors.

Here is some data on the activity level of The Flying School:

- Fleet of five aircraft averaging 800 flying hours each
- Approximately 4,000 cycles or 14 flights a day
- Fuel purchased in 2019: approximately 8,000 gallons

Economic Impact for Fort Collins/Loveland:

Special Courses draw approximately 90 students to KFNL/The Flying School from out of town (CFI/CFII Classes)

- These students spend between 3-4 weeks training
- Local lodging: Average $350 week
- Restaurant and grocery store expenditures: Average $30/day or $210/week
- Vehicle rental and associated expenses:
  - 24 Days average stay expenditures per person: $2,400.00
  - Annual average expenditures for all 90 students $216,000

The Flying school has added two additional aircraft for a total of seven in their fleet for 2020.

Federal Funding

The Airport routinely supports a handful of airline operators that fly sports team charters and casino charters throughout the year. Airport staff in July found a reporting error on a
preliminary FAA report that captures and classifies all of the commercial passenger activity provided by air carriers at the Airport during the previous calendar year. Airport staff also found that if there were certain operations conducted during a calendar year that it would qualify for significant federal funding resources that could be applied toward future capital and planning projects. This qualification was brought forward to the FAA after review of the FAA Reauthorization Act of 2018 special provisions. The preliminary figures were contested and the FAA in the final version recorded the flights as scheduled, which has unlocked $850,000 of additional funding to be used by the Airport within three years. These funds will be used toward the cost of design of a new airline terminal building and repair and widening of a taxiway as shown in the adopted and approved 2020-2029 Airport Capital Improvement Plan.

Fire Fighting Foam

It has been recently publicized that PFAS (per- and poly-fluoroalkyl substances) are hazardous to biological health. PFAS substances are known to never break down and build up in living organisms including fish, animals, and humans. They have been linked to cancer, thyroid, reproductive and immune system harm, and other diseases at even very small doses. The chemicals, have a unique ability to repel water, grease and other substances, have been used in a variety of products since the 1940s, including Teflon cookware, Scotchgard, paper products, food packaging, and the key ingredient in firefighting foam, used by the DOD (Department of Defense) since the 1970s.

The FAA still requires the use of AFFF (Aqueous film forming foam) containing PFAS while they search for an appropriate replacement. In order to help minimize airports’ impacts to human health and the environment, CDOT has created a grant program to help fund the purchase of testing carts which will eliminate the need to discharge the PFAS containing AFFF into the environment just for testing. CDOT has approved grants of up to $25,000 to each commercially certified airport (with the exception of Denver, Colorado Spring, and Cortez) and four General Aviation airports (who provide PFAS based fire-fighting foam services) in 2020. CDOT has negotiated with two supply vendors to leverage costs and enable ease of acquisition for all airports in Colorado. Anticipated costs for this system for the Airport are $30,000, with 80% funded by the State.

Meetings and Events Attended

- FAA SRM (Safety Risk Management) panel, December 3 & 4: The Director attended the SRM panel reviews in Denver for placement and operation of the proposed mobile air traffic control tower.
- LOA (Letters of Agreement) LFRA review for Remote Tower, December 10: The Airport Director and ARFF engineer held reviews with LFRA chiefs and ARFF crew members on LOA information for the Remote Tower.
• FNL Pilots Association Meeting, December 11: The Director and Business Development Specialist Ehle attended the monthly meeting for the FNL Pilots Association.

• CDOT Aeronautics Board Meeting, December 11: The Director attended the bi-monthly CDOT Aeronautics Board meeting and participated in the remote tower briefing to the board.

• Remote Tower Tour, December 12: Tours were provided for CDOT Aeronautics Board Members.

• Remote Tower Tour, December 17: Tours were provided for Wyoming DOT aeronautics Board Members and Staff.

• Remote Tower Tours, December 19: Tours were provided for Blue Ocean and Aims Community College.

• CDOT north I-25 expansion project meeting, December 27: The Airport Director attended a meeting by CDOT on the I-25 north expansion project to coordinate on closures and future events.

Attachments
• Remote Tower WEPA Report for December
**Remote Tower Project**

**Key Activity Status**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Status/Start Date (Projected)</th>
<th>Finish Date (Projected)</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Remote Tower Implementation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Controller and Mobile Tower OTA with FAA</td>
<td>12/10/2019</td>
<td>1/5/2020</td>
<td>Awaiting FAA and Serco Execution of the OTA</td>
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<tr>
<td>Mobile Tower SRMP</td>
<td>12/4/2019</td>
<td>Complete</td>
<td>Awaiting SRMD Signature</td>
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<tr>
<td>Mobile Tower on Site</td>
<td>TBD</td>
<td>Complete</td>
<td>Subject to SRMD Approval by FAA</td>
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<tr>
<td>Video Tracking System</td>
<td>In-Progress</td>
<td>4/15/2020</td>
<td>Artificial Intelligence (AI) System in Training</td>
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<tr>
<td>Stand-alone STARS Display</td>
<td>In-Progress</td>
<td>TBD</td>
<td>In Negotiations with TAMR Program Office</td>
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<tr>
<td>SWIM Production Cloud Connection</td>
<td>4/1/2019</td>
<td>Complete</td>
<td></td>
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<tr>
<td><strong>Telecommunications</strong></td>
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<tr>
<td>Commercial Lines</td>
<td>Complete</td>
<td>Complete</td>
<td>Interim communication connectivity from airport terminal by CenturyLink will provide telecommunication through Phase 1 or until the Loveland Fiber system is available</td>
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<tr>
<td>Connect to City of Loveland Fiber Network</td>
<td>5/25/2019</td>
<td>Complete</td>
<td>Awaiting City Service Initiation</td>
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<tr>
<td>Federal Telecommunication Infrastructure (FTI)</td>
<td>7/15/2019</td>
<td>Complete</td>
<td>Service Delivery Point (SDP)</td>
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<td>Install Mobile ATCT</td>
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<td>Awaiting Mobile Tower SRMD and LOA</td>
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<td>Controllers Certified</td>
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<td>Awaiting Mobile Tower SRMD and LOA</td>
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<tr>
<td>System Optimization</td>
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<td>System Site Adaption</td>
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<td>System Lockdown</td>
<td>11/20/2019</td>
<td>1/22/2020</td>
<td>Additional system changes will require CCB authorization</td>
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<td><strong>EUROCAE WG 100 Meeting</strong></td>
<td>1/14/2020</td>
<td>1/17/2020</td>
<td>Planning in Progress</td>
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<td><strong>Remote Tower Testing</strong></td>
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<tr>
<td>Phase 1 - Passive Testing</td>
<td>4/15/2020</td>
<td>TBD</td>
<td>FAA Revised Schedule date</td>
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<tr>
<td>Safety Risk Manage Panel</td>
<td>TBD</td>
<td>7/15/2020</td>
<td>FAA Forecast Schedule 9-12 Months</td>
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<td>Phase 2 - Active Testing</td>
<td>TBD</td>
<td>TBD</td>
<td>Subject to SRMD Signatures</td>
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<td>Safety Risk Manage Panel</td>
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<td>Phase 3 - Industry-led IOC</td>
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<td>Safety Risk Manage Panel</td>
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<td>Phase 4 - Certification/Commissioning</td>
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<td>Safety Risk Manage Panel</td>
<td>TBD</td>
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**Note:** All dates reflect latest FAA proposed schedule and are subject to change
Remote Tower Project Narrative:

The scheduled Phase 1 start date of January 22, 2020 has been postponed until April 2020. The schedule change was necessitated because the Other Transaction Agreement (OTA) with Serco, the contract controller provider, has not been executed as originally planned. Due to the delay in signing the OTA, the air traffic controllers slated to work the mobile tower at the Northern Colorado Regional Airport (FNL) were assigned to other facilities in the Serco system. A major schedule issue has been the inability of Serco to hire qualified air traffic controllers to staff the mobile tower at FNL. The air controllers, after being hired, will require approximately 45 days training to become certified to work traffic at FNL. Installation of the mobile tower, which will provide active air traffic control services during Phase 1 testing and will be the safety mitigator during Phase 2 when air traffic control will transfer to the remote tower, has been delayed pending the OTA execution. After the OTA is signed the mobile tower will be set up on the site at FNL and the required air traffic control equipment installed and tested, taking 2 to 3 weeks.

As of the writing of this report the Safety Risk Management Panel (SRMP) for Phase 1 remains unchanged for its July date. If the FAA contractors responsible for preparing the supporting documents can meet this date, then there exists a chance to regain some of the schedule time going into Phase 2; if not, the delay will ripple through the remainder of the project.

The operational SRMP was held on December 3rd and 4th to determine any risks that might be anticipated as a result of establishing air traffic control services at FNL. As part of the SRMP evaluation the panel was reconvened at FNL to visit the site where the mobile tower will be deployed and to visit the remote tower facility. There were no High Hazards identified, and all medium and low risks were able to be mitigated as required by the FAA Safety Management System process. The Safety Risk Management Document (SRMD) resulting from the SRMP must be signed before the mobile tower will be able to furnish air traffic services.

On December 19th the Aeronautics Director and I attended the Northern Colorado Regional Airport Commission Meeting to explain the reasons for the schedule change for Phase 1 testing. The Commission expressed its concern regarding the continued project delays. Their major concern revolves around the inability to provide the air traffic services required by their commercial air carrier. It must be emphasized that permanent air traffic service will not be available until the remote tower system is certified.

The FAA has recanted its original determination to not allow FNL to fund the mobile tower between test phases. Closing the mobile tower would have undoubtedly resulted in much confusion in the pilot community and further complicate Serco’s ability to maintain a viable air traffic staff.

The Northern Colorado Regional Airport submitted its application to be considered for acceptance into the Federal Contract Tower (FCT) Program in late June 2019. Usually the FAA takes approximately 90 days to evaluate an airport’s application. In the case of FNL the FAA’s Policy and Planning Group (APO) is delaying evaluation because they have no way to determine cost associated with a remote tower system. In the absence of criteria, I have suggested that they evaluate FNL based on construction of a legacy Airport Traffic Control Tower (ATCT) as the remote tower implementation cost will certainly be less, resulting in a higher Benefit/Cost ratio, which is the determining factor for inclusion in the FCT Program.
Track-based (radar) discussion:

Of late there has been discussion of testing the FNL remote tower system without the track-based (radar) display and certifying the system based on the visual displays only.

Enumerated below are reasons, in no particular order of importance, that the Program should not go down the path of certificating the Colorado Remote Tower system in the visual only mode:

1. A primary requirement in the OTA with Searidge specifies that the system incorporate a track-based display as an integral component of the system.
2. Based on the requirement in the Searidge OTA, time and program funds have been expended to ensure this functionality. Deviating from this requirement could result in additional cost and time to remove the ASD from the system as currently configured.
3. The track-based system drives the target tag information displayed on the video wall. Loss of the track-based data within the Searidge system would remove this useful tool.
4. The radar displays currently driven by the SWIM cloud production feed have proven during testing and evaluation to be an extremely important “situational awareness” tool by the air traffic controllers.
5. The Program has allocated funds to procure a STARS display. The STARS Site Survey has been completed and concluded that the STARS platform can easily be installed in the FNL remote tower facility.
6. The presentation on the video wall and controller workstations does not faithfully reproduce the out-of-the-window view of a traditional ATCT, specifically in the local airspace. It is important to point out that the video display is very useful for surface operations as there are visual clues that aid in depth perception and determination of the relative position of aircraft and vehicles operating on the airfield. While the distributed camera system deployed at FNL is superior to a single mast camera array configuration, this does not significantly mitigate the shortcomings of the video display. As the remote tower will be operated as a VFR tower, the quality of the visual display is critical to safe operations and when augmented with the radar display mitigates the risk associated with the out-of-the-window view only.
7. Evaluation of the remote tower system at the Leesburg Executive Airport (JYO) demonstrated that without a radar display the airport was required to operate under several special procedures. As a result of the FAA’s SMS process, it was determined that a STARS display would be required as a mitigator to eliminate these special procedures. FNL and JYO have similar levels of annual operations, making a track-based display applicable to each. It would be a waste of time and funds to redo that experiment and eventually end up at the same place.
8. The Colorado Remote Tower Project was brought to NexGen with the clear understanding that a track-based display would be in the system baseline.

Testing the Colorado Remote Tower System with the track-based display inoperative as part of a failure analysis always has been an anticipated test. Certifying the system with and without a track-based display, provided this could be done in parallel and not compromising the project schedule more than it has been already, would be of significant benefit to the development of remote tower systems in the NAS and would be fully supported. Certifying the system in the visual only configuration and then separately with the track-based display would add additional time to the project which is already under significant schedule pressure.

It is interesting to note that the Leesburg, Virginia (JYO) remote tower system began with visual only and has subsequently added radar functionality as a mitigation to certain procedural...
requirements, whereas the Northern Colorado Regional Airport (FNL) began with radar as an integral component and it is being suggested that the radar display be removed. The above discussion has been transmitted to the NextGen Program Office in the hope that the program can be certified in both visual only and visual with radar as a situational awareness tool without delaying the program further.

Proposed Remote Tower Testing Phases:

Projected Start Dates

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
</tr>
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<tbody>
<tr>
<td>Passive Operational Testing</td>
<td>Active Operational Testing</td>
<td>Industry led IOC</td>
<td>Certification/Commissioning</td>
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<tr>
<td>April 2020</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>June 2020</td>
<td>TBD</td>
<td>TBD</td>
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Projected Completion Dates

Schedule Note: This status is based on the latest estimate proposed by FAA.
DATE: 01/08/2020
TIME: 03:30-05:00 PM
RE: Planning and Development Sub-Committee Meeting
ATTENDEES: Tom Fleming, Jason Licon, Diane Jones, Bob Middleton, James Hays, Josh Birks, Troy Bliss, Aaron Ehle

Begin Meeting Record

Agenda Item #1: Meeting Minutes Review – September 25th
- Tom noted the need for better tracking and follow-up of action items from previous meetings.
- Diane moved to approve the minutes. The motion, seconded by Bob passed unanimously.

Agenda Item #2: 2020 Strategic Work Plan
- Jason provided an update on the status of the 2019 strategic work plan items. Most of the tasks have been completed or are on track. A few of the tasks have been put on hold due to reprioritization.
- It is important to clearly define tasks/assignments and track progress.
- 2020 items considered important by PDSC members
  - Economic Development
    - Clarity on objectives and messaging
    - Articulate competitive advantages
    - Define vision/desired outcomes
    - Develop strategy and marketing
  - Financial and SWOT analyses to support decision-making
    - Credible and understandable data
  - Staffing
  - Continuous air traffic control
  - Commercial air service
    - Reliant on continuous air traffic control
  - Facilities
    - Terminal Design and funding
    - Infrastructure needs and funding
- Action Item: Create draft 2020 work plan for Commission packet/meeting.

Agenda Item #3: Master Plan Project List
- Tom suggested including brief explanations of why items are on the list (e.g., regulatory, infrastructure, aesthetics).

Agenda Item #7: Open Discussion
- No open discussion

End Meeting Record
ITEM NUMBER: 3
MEETING DATE: January 22, 2020
PREPARED BY: Jason Licon, Airport Director

TITLE
Monthly Financial Report for December

RECOMMENDED AIRPORT COMMISSION ACTION
None

BUDGET IMPACT
Neutral

SUMMARY
The Airport’s financial picture shows strong self-generated revenue growth derived from aviation fuel sales and property leasing. These revenues increased approximately 10% as compared to the figures from the previous year. This increase is in line with a 10% increase in fuel volumes that have historically remained static since 2015, and an increase in lease revenues from new leases. Preliminary figures show that a total of $897,028 was generated through Airport activities and land leases, as compared to $808,306 in 2018. These numbers do not include the $354,677 in revenues received from the Police Training Campus lease, if included the total revenues would be $1,251,705.00.

Expenses were less than what was budgeted due to the Master Plan Project continuing through the first quarter of 2020. The Master Plan is reimbursed 90% by the FAA and 5% from the state, and reimbursements from grants typically lag a couple of months behind as shown under Capital Contributions.

These figures will be finalized in the coming months and presented to the Airport Commission as part of the annual financial audit process. The bottom line is that the Airport continues to be financially self-sustaining for operations and is generating a net positive balance to be used for future capital financial resource needs.

ATTACHMENT
Preliminary monthly statement for Airport financials December 2019 YTD
## Airport Statement of Revenues and Expenses
From 01/01/2019 to 12/31/2019

<table>
<thead>
<tr>
<th>Year End 2019</th>
<th>Year End 2018</th>
<th>2019 Total Budget</th>
<th>% of Total Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Actual</td>
<td>Budget</td>
<td></td>
</tr>
</tbody>
</table>

### OPERATING REVENUES

- **Hangar Rental**
  - 2019: 132,061
  - 2018: 117,155
  - Budget: 120,000
  - %: 110%

- **FBO Rent**
  - 2019: 88,336
  - 2018: 98,060
  - Budget: 88,250
  - %: 100%

- **Gas and Oil Commissions**
  - 2019: 175,586
  - 2018: 199,017
  - Budget: 155,000
  - %: 113%

- **Aviation Fuel Tax Reimbursement**
  - 2019: 156,661
  - 2018: 112,080
  - Budget: 111,000
  - %: 141%

- **Land Lease**
  - 2019: 304,395
  - 2018: 232,541
  - Budget: 220,000
  - %: 138%

- **Land Lease PD Training Campus**
  - 2019: 354,677
  - 2018: 0
  - Budget: 355,000
  - %: 100%

- **Terminal Lease and Landing Fees**
  - 2019: 8,079
  - 2018: 8,341
  - Budget: 11,500
  - %: 70%

- **Parking**
  - 2019: 11,240
  - 2018: 9,940
  - Budget: 10,000
  - %: 112%

- **Miscellaneous**
  - 2019: 20,669
  - 2018: 31,172
  - Budget: 21,000
  - %: 98%

**TOTAL OPERATING REVENUES**
- 2019: 1,251,705
- 2018: 808,306
- Budget: 1,091,750
- %: 115%

### OPERATING EXPENSES

- **Personal Services**
  - 2019: 585,087
  - 2018: 552,481
  - Budget: 644,059
  - %: 91%

- **Supplies**
  - 2019: 68,554
  - 2018: 55,942
  - Budget: 63,000
  - %: 109%

- **Purchased Services**
  - 2019: 695,402
  - 2018: 1,111,513
  - Budget: 1,064,268
  - %: 65%

**TOTAL OPERATING EXPENSES**
- 2019: 1,349,042
- 2018: 1,719,937
- Budget: 1,771,327
- %: 76%

**OPERATING GAIN (LOSS)**
- 2019: (97,337)
- 2018: (911,631)
- Budget: (679,577)

### NONOPERATING REVENUES (EXPENSES)

- **City Contributions**
  - 2019: 0
  - 2018: 485,000
  - Budget: 0
  - %: 0%

- **Passenger Facility Charge**
  - 2019: 0
  - 2018: 0
  - Budget: 0
  - %: 0%

- **Interest Income**
  - 2019: 48,982
  - 2018: 31,930
  - Budget: 20,000
  - %: 245%

- **Capital Expenditures**
  - 2019: (77,825)
  - 2018: (520,150)
  - Budget: (975,588)
  - %: 8%

**TOTAL NONOPERATING REVENUES (EXPENSES)**
- 2019: (28,843)
- 2018: (3,220)
- Budget: (955,588)

**NET INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS**
- 2019: (126,180)
- 2018: (914,851)
- Budget: (1,635,165)

**Capital Contributions**
- 2019: 322,359
- 2018: 329,210
- Budget: 892,500
- %: 36%

**CHANGE IN NET POSITION**
- 2019: 196,179
- 2018: (585,641)
- Budget: (742,665)

**NET POSITION, Beginning**
- 2019: 18,412,445
- 2018: 19,908,598

**NET POSITION, Ending**
- 2019: 18,608,624
- 2018: 19,322,957

**Investment in Capital Assets**
- 2019: 15,990,531
- 2018: 17,684,894

**Net Position Available for use**
- 2019: 2,618,093
- 2018: 1,638,063
ITEM NUMBER: 4
MEETING DATE: January 22, 2020
PREPARED BY: Jason Licon, Airport Director

TITLE
Lease Assignment and Assumption – 5245 Northrop St.

RECOMMENDED AIRPORT COMMISSION ACTION
Approve the lease assignment and assumption as presented

BUDGET IMPACT
None, the lease rates will remain unchanged

SUMMARY
This is an administrative item. The transfer of ownership of privately owned buildings is frequent on the Airport and requires the approval of the Airport Commission for a lease reassignment and assumption. In this case, one lease is requested to be transferred from Greg and Terry Garlow to the Garlow Hale Partnership. Staff have reviewed the request and found the associated accounts to be in good standing. The location of the hangar is shown below:

ATTACHMENT
Lease Assignment and Assumption: 5245 Northrop St.
ASSIGNMENT AND ASSUMPTION OF LEASE AGREEMENT
5245 Northrop
Loveland, Colorado 80538

WHEREAS, the Cities of Fort Collins and Loveland, Colorado (the “Cities”) are the Lessors under that Lease Agreement dated September 1, 1993 as amended, a copy of which is attached hereto as Attachment 1 and incorporated herein by this reference (the “Lease Agreement”) to Keith Griffith as Lessee concerning that property at the Northern Colorado Regional Airport described in Exhibit A to the Lease Agreement (the “Leased Premises”); and

WHEREAS, with the consent of the Cities, the Lease Agreement was assigned by Keith Griffith to Gregory L. Garlow and Terry J. Garlow jointly (“Assignor”) pursuant to an Assumption of Lease Agreement dated March 25, 1994, attached hereto as Attachment 1; and

WHEREAS, the Cities are parties to an Amended and Restated Intergovernmental Agreement for the Joint Operation of the Northern Colorado Regional Airport signed on January 22, 2015 and paragraph 4.A. of said Agreement delegates to the Northern Colorado Regional Airport Commission (“NCRAC”) the authority to enter into lease agreements in a form generally approved by the Cities; and

WHEREAS, the form of this Assignment and Assumption of Lease Agreement has been previously generally approved by the Cities; and

WHEREAS, Commission Bylaws adopted on October 15, 2015 authorize the Commission Chair to sign such agreements on behalf of NCRAC; and

WHEREAS, Assignor desires to assign all of its lease rights and obligations for the Leased Premises, as well as all improvements located thereon, to Gregory Garlow, Terry Garlow, and the Hale Family Trust jointly and severally, (collectively “Assignee”); and

WHEREAS, Article 13 of the Lease Agreement permits this assignment under the conditions as set forth therein; and

WHEREAS, Assignee intends to benefit the Cities by promising to perform all terms and conditions of the Lease Agreement with respect to the Leased Premises as Lessee under the Lease Agreement.

NOW, THEREFORE, in consideration of the Cities’ approval, the mutual covenants and agreements expressed in the Lease Agreement, the mutual promises and covenants contained herein, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. Assignor, by its signature below, hereby assigns all of its right, title and interest in and to the Lease Agreement and the Leased Premises, to Assignee as of December 3, 2019 (the “Effective Date”).
2. Assignee, by its signature below, hereby assumes and agrees to be bound by all obligations, responsibilities and terms of the Lease Agreement with respect to the Leased Premises and hereby becomes a Lessee of the Leased Premises under the Lease Agreement as of the Effective Date.

3. Assignee acknowledges and agrees that the annual rent payment for the Leased Premises under the Lease Agreement is $696.19 per year, payable in monthly installments, which rental amount shall be adjusted on September 1, 2023 and on each fifth anniversary thereafter pursuant to Article 4 of the Lease Agreement.

4. Assignee submits to the Cities herewith, the proof of insurance as required in Articles 8 and 9 of the Lease Agreement, attached hereto as Attachment 2 and incorporated herein by this reference.

5. Assignee submits to the Cities the following notice address pursuant to Article 23 of the Lease Agreement:

   Gregory L. Garlow  
   9400 King Air Drive  
   Granbury, TX 76049

   Terry J. Garlow  
   9400 King Air Drive  
   Granbury, TX 76049

   Hale Family Trust  
   Attn: William L. Hale, Trustee  
   3607 Valley Oak Drive  
   Loveland, CO 80538

6. The Cities designate the NCRAC and the Airport Manager as its representatives who shall make, within the scope of their authority, all necessary and proper decisions with reference to the Lease.

7. For purposes of this Agreement, there may be any number of counterparts, each of which shall be deemed as originals. Facsimile, scanned and other electronic signatures permitted by law, for purposes of this Agreement, shall be deemed as original signatures.

   Dated this ___ day of __________, 2020.

[end of page 2]
Assignee:
The Hale Family Trust
3607 Valley Oak Drive
Loveland, CO 80538

By: [Signature]
Name, Title

State of Colorado )
)ss
County of Larimer )

SHAWN BATTMER
NOTARY PUBLIC
STATE OF COLORADO
NOTARY ID 20074042324
MY COMMISSION EXPIRES FEB 17, 2020

Subscribed and sworn to before me this 15th day of Jan, 2020, by
Shawn Battmer, as Notary Public of Larimer County, Fort Collins, Colorado

Notary Public

Assignor and Assignee:
Gregory Garlow
9400 King Air Drive
Granbury, TX 76049

By: [Signature]
Name, Title

State of Colorado )
)ss
County of Hood )

Subscribed and sworn to before me this 15th day of January, 2020, by
Sara Hathcoat, as Notary Public of Hood Co, Texas.
My commission expires 10-03-2023.

Notary Public

SARA HATHCOAT
Notary Public, State of Texas
Comm. Expires 10-03-2023
Notary ID 132197549

Revised 3/10/2017
Assignor and Assignee:
Terry Garlow
9400 King Air Drive
Granbury TX, 76049

By: [Signature]
Name, Title

State of Colorado
Hood
County of Larimer

Subscribed and sworn to before me this 15th day of January, 2020 by
Sara Hathcoat as Notary of Hood Co, Texas.

My commission expires 10-03-2023.

[Seal]
Notary Public

Revised 3/10/2017
The Northern Colorado Regional Airport Commission acting on behalf of the City of Loveland, Colorado and the City of Fort Collins, Colorado, hereby consents to the above-described assignment of all right, title, and interest as Lessee under the above-described Lease Agreement from Assignor to Assignee on the terms and conditions set forth above.

Northern Colorado Regional Airport Commission acting on behalf of the City of Loveland, Colorado and the City of Fort Collins, Colorado

By: ________________________________
   Commission Chair

ATTEST:

______________________________
   Secretary

APPROVED AS TO FORM:

______________________________
   Assistant City Attorney
The coverage's described below are included as part of the following Master Policies covering the National Hangar Owners Association:

Policy No. AP00829120 Liability Coverages written by Old Republic Insurance Company
Policy No. MXI98473142 Property Coverage written by AGCS Marine Insurance Company

Coverage is afforded on behalf of the National Hangar Owners Association and the above named insured as part of the above listed Master Policies. Coverage is in place on the specified National Hangar Insurance Program for the policy period, coverage's and limits as described below. Such insurance afforded by the policies described herein is subject to all the terms, exclusions and conditions of such policies.

Space #: 5245 Northrop
Change Notes to Cert:

Airport Name: Fort Collins-Loveland Municipal Airport

**Master Policy coverage is effective from January 1, 2020 a.m. through January 1, 2021 12:01 a.m.**

**Basic Coverage:**

- **Airports Premises Liability:** Covers Owners, Landlords and Tenants
  - Limit: $1,000,000 each occurrence
- **Medical Expense (any one person)**
  - Limit: $2,000.00

**Optional Coverages:**

- **HangarKeepers Legal Liability** $100,000/aircraft with $200,000/occurrence with $1,500 deductible/loss
  - Option taken: Yes

**Property Coverage:** ($10,000 deductible for wind/hail/flood, $2,500 deductible all other perils)

- **Hangar Building**
  - Limit: $0.00
- **Personal Property All Risk:** Covers Personal Property in your hangar if signs of FORCIBLE ENTRY
  - Mysterious disappearance IS NOT COVERED:
  - Limit: $0.00
- **Loss of Use or Rents:** Actual Loss of Rent or Use up to:
  - Limit: $0.00
- **Flood Coverage**
  - Limit: $0.00

Should any of the above described policies be cancelled before the expiration date thereof, notice will be delivered in accordance with policy provisions.

**AGENT:**

IOA National dba Leading Edge Insurance Agency
6745 Rangewood Drive, Suite 200
Colorado Springs, CO 80918
Phone: 719-264-9600

**AUTHORIZED REPRESENTATIVE**

[Signature]

Certificate Holders (Copies of this certificate have been provided to all listed holders, if any). Certificate Holder is an Additional insured for insured’s operation per policy terms:

The City of Loveland & The City of Fort Collins
4900 Earhart Road
Loveland, CO 80538
Development update: Discovery Air & Homestead Hangars

RECOMMENDED AIRPORT COMMISSION ACTION
None: Informational Only

BUDGET IMPACT
None

SUMMARY
The Airport has two large developments that are under lease, the Discovery Air project and the Homestead Hangars project. Both of these developments have the same company working on their behalf for planning and design, Business Aviation Group. This item will be an opportunity for the Airport Commission to have an update on the progress of these two projects. Representatives from the Business Aviation Group will be on hand to provide a presentation of the status of these two projects.

ATTACHMENT
None
ITEM NUMBER: 6
MEETING DATE: January 22, 2020
PREPARED BY: Aaron Ehle, Airport Planning & Development Specialist

TITLE
Proposed Airport Development & Land Use Standards

RECOMMENDED AIRPORT COMMISSION ACTION
Approve resolution R-01-2020 adopting the proposed Airport Development Design & Land Use Standards and recommending its approval and adoption by the City Councils of the two Cities.

BUDGET IMPACT
Neutral

SUMMARY
Members of the Airport Commission have expressed a desire for higher-quality development, especially in highly visible and visited areas of the Airport. Aesthetic concerns have led to delays in recent development approvals. Additionally, the need for a more comprehensive land use strategy has been identified. As the Airport evolves and supports commercial air service, developing Airport property in a responsible and attractive manner will be an increasingly important focus.

At the direction of the Commission, a working group consisting of planning and development staff from both cities and Airport staff was formed to address these issues and develop potential solutions. A white paper that summarized research, presented options, and made a recommendation was presented to the Commission. The group has worked with the PDSC, Airport stakeholders, and the Airport’s legal liaison to develop standards designed to accomplish identified goals while being mindful of potential negative impacts on developers.

Airport staff presented draft standards for potential adoption at the November Airport Commission meeting. Two important topics that were not addressed by the standards arose during the discussion:
• Aesthetics and maintenance of existing privately-owned buildings on leased Airport property
• Investment (improvements, maintenance, redevelopment) in Airport-owned facilities, infrastructure, and public areas

The Commission provided direction to revise the Standards where possible to address these topics and/or examine additional potential solutions. At their January meeting, the PDSC concluded that the Development Design and Land Use Standards along with the Master Plan adequately address issues relating to new development. They also agreed that plans and policies relating to existing development should be developed separately. Therefore, the PDSC recommends adoption of the standards as presented and requests that the Airport Commission provide direction to address concerns pertaining to existing privately-owned buildings and Airport-owned facilities independently.

ATTACHMENTS
Resolution to approve Development Design and Land Use Standards R-01-2020
Proposed Development Design and Land Use Standards
RESOLUTION R-01-2020

A RESOLUTION APPROVING THE AIRPORT DEVELOPMENT DESIGN AND LAND USE STANDARDS AND RECOMMENDING APPROVAL BY THE CITY COUNCILS OF LOVELAND AND FORT COLLINS

WHEREAS, the Northern Colorado Regional Airport Commission ("Commission") expressed a desire to improve the quality of development at the Northern Colorado Regional Airport (the "Airport") as the Airport is an entryway to northern Colorado and representative of both the Cities of Loveland and Fort Collins (the "Cities"); and

WHEREAS, the Commission’s subcommittee - the Planning and Development Subcommittee ("PDSC") - has worked diligently with input from staff from the Cities to develop Development Design and Land Use Standards for the Airport that will enhance the aesthetics of development at the Airport; and

WHEREAS, the Commission has reviewed the Development Design and Land Use Standards, and desires to approve such standards as being in the best interests of the Airport and the citizens of the two Cities. The Commission further recommends that the City Councils of the two Cities approve and adopt the Development Design and Land Use Standards.

NOW, THEREFORE, BE IT RESOLVED BY THE NORTHERN COLORADO REGIONAL AIRPORT COMMISSION THAT:

1. That the Airport Development Design and Land Use Standards are hereby approved.

2. That the Commission recommends that the City Councils of the two Cities approve and adopt the Airport Development Design and Land Use Standards.

3. That this Resolution shall be effective as of the date and time of its adoption.

ADOPTED this 22nd day of January, 2020.

By: __________________________
    Wade Troxell, Chair

ATTEST:

______________________________
Secretary

APPROVED AS TO FORM:

[Signature]
Assistant City Attorney
Development Design and Land Use Standards

Northern Colorado Regional Airport (FNL) is a major gateway to the Northern Front Range for regional commerce and tourism. The Airport should impart a positive and memorable impression on its passengers, visitors, tenants, and the community. The purpose of the Development Design and Land Use Standards is to establish minimum required standards for development at the Airport, and to ensure that new projects will be consistent with the following goals:

- Enhance aesthetic value through consistent, attractive, and compatible development
- Protect property values, enhance investment, and encourage further development
- Create a design theme for the Airport by encouraging certain unifying components through building design, landscaping, signage, and other elements.
- Identify appropriate sites for potential developments and reserve space for forecasted aviation activity in accordance with the Airport Master Plan and Airport Layout Plan (ALP)

These Standards are intended to convey general design direction to developers and designers, and to serve as criteria for the approval of proposed projects by the Northern Colorado Regional Airport Commission (NCRAC). The NCRAC recommends adherence to the Standards so far as can be reasonably achieved and has the authority to interpret the intent of the Standards with regard to proposed developments on an individual basis.

**Zone 1**

**Zone 1 Predominant Land Uses:**
Existing and new general aviation hangars (mostly Airplane Design Group I)

**Zone 1 Design Standards:**

A. **Generally.** The standards of this Section are intended to promote consistent, high-quality development in Zone 1, which is primarily comprised of private aircraft hangars.

B. **Applicability.** The standards of this Section shall apply to all new development and construction of improvements located in Zone 1 as identified by Attachment 1: Airport Development Zones Map.

C. **Codes/Ordinances.** All development on Airport property shall conform to requirements contained in the currently adopted codes and ordinances of the City of Loveland including, but not limited to:
   - Title 13 – Utilities
   - Title 15 – Buildings and Construction
   - Title 18 – Unified Development Code. In the case of conflict between Division 18.04.05, Building Design Standards, and the standards of this Section, the standards of this Section shall prevail.

D. **Discretionary Waiver of Development Design and Land Use Standards.** The Airport Commission has the authority to grant waivers to the standards of this Section by an affirmative vote of the majority of the Commission members (four votes).
E. **Roofing Materials.** Roofing materials that produce glare or other effects that are hazardous to aircraft operation shall not be permitted.

F. **Rooftop Mechanical Units.**
   1. Rooftop mechanical units and other miscellaneous rooftop equipment shall be substantially screened from view from public rights-of-way and other public places.
   2. Screening material shall be of the same or comparable material, texture, and color as the material used for cladding the building.
   3. Screening shall be constructed as an encompassing monolithic unit, rather than as individual screens. Multiple equipment screens, or “hats”, surrounding individual elements shall not be permitted.
   4. The height of the screening element shall equal or exceed the height of the structure’s tallest piece of installed equipment.

G. **Loading Docks and Trash or Recycling Storage and Pickup Areas.**
   1. No loading dock or trash or recycling storage and pickup area shall be located on the principal street-facing or apron-facing facade of the building.
   2. Any loading dock or trash or recycling storage and pickup area that is located on the side or rear wall of the building shall be screened in accordance with the following requirements.
      a. Loading areas shall be screened from principal building entrances and other highly visible areas of the subject property.
      b. Loading areas shall be of sufficient size to accommodate vehicles that will serve the use, such that all backing and maneuvering to and from loading areas is done on the subject property, and egress of vehicles from the subject property is in a forward direction.
      c. The location of the loading area shall not block or obstruct any public street, alley, driveway, or sidewalk.
   3. If the subject property has multiple street-facing or apron-facing frontages, loading docks and trash or recycling pickup areas shall be located in the least obstructive manner, with preference for sides of the building that do not face streets or apron areas, then for sides that are set back more than 150 feet, and if such location is not practicable, the frontage with the least public visibility.

H. **Exterior Illumination.**
   1. Lighting shall be designed to complement the overall design of the development. Minimum site lighting shall be maintained in order to provide safety and security throughout the development.
   2. Both wall and light pole mounted light fixtures shall be utilized where appropriate, and shall be fully shielded and/or directed to avoid any interference with aircraft operations.
   3. The following are not allowed:
      a. Illumination that highlights the entire width of a building elevation, or a significant portion of a building elevation; and
      c. Blinking or Flashing lights unless approved by the Airport Director.

I. **Fences, Walls, and Barriers.** All fences, walls, and other barriers must comply with Airport security requirements and materials must be approved by the Airport Director.
Zone 2

Zone 2 Predominant Land Uses:
- Aviation-related businesses, Fixed-Base Operators, Specialized Aviation Service Providers, Existing and new general aviation hangars, Corporate hangars (Mostly Airplane Design Group II and higher)

Zone 2 Design Standards:

A. Generally. The standards of this Section are intended to promote high-quality development in Zone 2, where businesses operate and buildings are adjacent to streets or apron areas and therefore have an impact on the image and character of the Airport and the Cities. These standards may require changes including, but not limited to, modifications to roofs, windows, doors, building mass, materials, colors, and inclusion of architectural features and details.

B. Applicability. The standards of this Section shall apply to all new development and construction of improvements located in Zone 2 as identified by Attachment 1: Airport Development Zones Map.

C. Codes/Ordinances. All development on Airport property shall conform to requirements contained in the currently adopted codes and ordinances of the City of Loveland including, but not limited to:
- Title 13 – Utilities
- Title 15 – Buildings and Construction
- Title 18 – Unified Development Code. In the case of conflict between Division 18.04.05, Building Design Standards, and the standards of this Section, the standards of this Section shall prevail.

D. Discretionary Waiver of Development Design and Land Use Standards. The Airport Commission has the authority to grant waivers to the standards of this Section by an affirmative vote of the majority of the Commission members (four votes).

E. Design Integration.
   1. Building design shall contribute to the special or unique characteristics of an area and/or development through building massing and scale, building materials, architectural elements, and color palette.
   2. Design integration shall be achieved through any combination of techniques, such as the repetition of roof lines, the use of comparable proportions in building mass and outdoor spaces, comparable relationships to the street, comparable window and door patterns on street-facing facades, or the use of building materials that have color shades and textures that are comparable to or complimentary to those existing on, or in the immediate area of, the subject property.
   3. Where there is no established or consistent area character or unifying theme, or where it is not desirable to reinforce the existing character because it does not reflect a design theme that is consistent with the architectural standards as described in this Division, the proposed development shall be designed to establish an attractive image and set a standard of quality for future development.

F. Building Colors.
   1. Colors shall be used to blend buildings into their context, and to unify different elements of a development. Color should complement the surrounding area and, if in a new development area, shall be selected to establish an attractive image and set a standard of quality for future developments and buildings within the area.
2. Buildings that are larger than 10,000 square feet shall be finished with more than one color on all elevations that are visible from streets or apron areas.

3. Accent colors that are used to call attention to a particular feature or portion of a building, or to form a particular pattern, shall be compatible with the predominant building base colors. Accent colors shall cover no more than five percent of a street-facing building elevation.

G. Metal Cladding and Finishes.
   1. Metal wall panels with exposed fasteners (e.g., wall panels commonly referred to as “R-Panel,” “U-Panel,” “Corrugated Panel,” “7.2 Panel,” or “Standing Seam Panel,” and other comparable panel systems), and metal wall panels with hidden fasteners that have a corrugated appearance that resembles the typical exposed fastener panels described above, combined, shall not cover more than 80 percent of street-facing or apron-facing building elevations excluding vehicle and aircraft access doors.
   2. Insulated architectural metal wall panels with hidden fasteners are allowed without limitation, provided that they do not have a corrugated appearance that resembles the typical exposed fastener panels described in subsection G.1., above.

![Illustrative Metal Cladding Types](image)

The metal panel on the left-hand side is an illustrative 7.2 Panel. This panel would be subject to the limitations of subsection G.1.

The metal panel on the right-hand side is an illustrative architectural insulated metal panel with hidden fasteners and a smooth finish. This panel would be allowed without limitation pursuant to subsection G.2.

3. The Airport Commission may permit other metal cladding or finishes, such as bronze, brass, copper, or wrought iron, if a determination is made that such materials are equal or superior to the primary building materials.

H. Roofing Materials. Roofing materials that produce glare or other effects that are hazardous to aircraft operation shall not be permitted.

I. Rooftop Mechanical Units.
1. Rooftop mechanical units and other miscellaneous rooftop equipment shall be substantially screened from view from public rights-of-way and other public places.

2. Screening material shall be of the same or comparable material, texture, and color as the material used for cladding the building.

3. Screening shall be constructed as an encompassing monolithic unit, rather than as individual screens. Multiple equipment screens, or “hats”, surrounding individual elements shall not be permitted.

4. The height of the screening element shall equal or exceed the height of the structure’s tallest piece of installed equipment.

J. Primary Building Entrances.

1. Primary public entrances shall be clearly defined and recessed or projected, or framed by elements such as awnings, arcades, porticos, or other comparable architectural features.

2. Primary public entrances shall be connected to automobile parking areas by sidewalks that meet Americans with Disabilities Act (ADA) Standards for Accessible Design.

K. Loading Docks and Trash or Recycling Storage and Pickup Areas.

1. No loading dock or trash or recycling storage and pickup area shall be located on the principal street-facing or apron-facing facade of the building.

2. Any loading dock or trash or recycling storage and pickup area that is located on the side or rear wall of the building shall be screened in accordance with the following requirements.
   a. Loading areas shall be screened from principal building entrances and other highly visible areas of the subject property.
   b. Loading areas shall be of sufficient size to accommodate vehicles that will serve the use, such that all backing and maneuvering to and from loading areas is done on the subject property, and egress of vehicles from the subject property is in a forward direction.
   c. The location of the loading area shall not block or obstruct any public street, alley, driveway, or sidewalk.

3. If the subject property has multiple street-facing or apron-facing frontages, loading docks and trash or recycling pickup areas shall be located in the least obtrusive manner, with preference for sides of the building that do not face streets or apron areas, then for sides that are set back more than 150 feet, and if such location is not practicable, the frontage with the least public visibility.

L. Exterior Illumination.

1. Lighting shall be designed to complement the overall design of the development. Minimum site lighting shall be maintained in order to provide safety and security throughout the development.

2. Both wall and light pole mounted light fixtures shall be utilized where appropriate, and shall be fully shielded and/or directed to avoid any interference with aircraft operations.

3. The following are not allowed:
   a. Illumination that highlights the entire width of a building elevation, or a significant portion of a building elevation; and
   c. Blinking or Flashing lights unless approved by the Airport Director.
M. **Signage.** Identification signage should contribute to the architectural design of the building in style, material, color, architecture and composition. Site specific identification signs shall be constructed with similar architectural style, materials and colors as the principal structure and shall be compatible with other signs within the larger development.

N. **Landscaping.**
   1. A landscaping plan must be approved by the Airport Director. Landscaping materials that attract birds or other wildlife will not be permitted near aircraft movement areas.
   2. Landscaping materials are to be installed within ninety (90) days of the date of occupancy of the building. Seasonal exemptions may be granted by the Airport Director. If seasonal conditions do not permit planting, interim erosion control may be required by the Airport Director.

O. **Fences, Walls, and Barriers.** All fences, walls, and other barriers must comply with Airport security requirements and materials must be approved by the Airport Director.

---

### Zone 3 Standards

**Zone 3 Predominant Land Uses:**

- Terminal, Terminal Support facilities, Retail, Commercial Service Providers

**Zone 3 Design Standards:**

A. **Generally.** The standards of this Section are intended to promote consistent, high-quality development in areas of the Airport that are most publicly visible and visited. Accordingly, the Airport Commission may require prototypical or franchise architecture to be modified to meet these standards. Such changes may include, but are not limited to, modifications to roofs, windows, doors, building mass, materials, building colors, and placement of architectural features and details. Franchise architectural styles found to meet the standards of this Section will not require modification.

B. **Applicability.** The standards of this Section shall apply to all new development and construction of improvements located in Zone 3 as identified by Attachment 1: Airport Development Zones Map.

C. **Codes/Ordinances.** All development on Airport property shall conform to requirements contained in the currently adopted codes and ordinances of the City of Loveland including, but not limited to:
   - Title 13 – Utilities
   - Title 15 – Buildings and Construction
   - Title 18 – Unified Development Code. In the case of conflict between Division 18.04.05, Building Design Standards, and the standards of this Section, the standards of this Section shall prevail.

D. **Discretionary Waiver of Development Design and Land Use Standards.** The Airport Commission has the authority to grant waivers to the standards of this Section by an affirmative vote of the majority of the Commission members (four votes).

E. **Design Integration.**
   1. Building design shall contribute to the special or unique characteristics of an area and/or development through building massing and scale, building materials, architectural elements, and color palette.
   2. Design integration shall be achieved through any combination of techniques, such as the repetition of roof lines, the use of comparable proportions in building mass and outdoor spaces, comparable relationships to the street, comparable window and door patterns on street-facing
facades, or the use of building materials that have color shades and textures that are comparable to or complimentary to those existing on, or in the immediate area of, the subject property.

3. Where there is no established or consistent area character or unifying theme, or where it is not desirable to reinforce the existing character because it does not reflect a design theme that is consistent with the architectural standards as described in this Division, the proposed development shall be designed to establish an attractive image and set a standard of quality for future development.

F. **Building Design.** All buildings shall be designed and maintained using the following building elements, with a minimum of one item each selected from four of the five groups below:

1. **Group 1 – Exterior Wall Articulation.**
   a. Openings or elements simulating openings that occupy at least 20 percent of the wall surface area (excluding overhead or loading dock doors); or
   b. Building bays created by columns, ribs, pilasters or piers or an equivalent element that divides a wall into smaller proportions or segments with elements being at least one foot in width, a minimum depth of eight inches, and spaced at intervals of no more than 25 percent of the exterior building walls. For buildings over 20,000 sf. in gross floor area, such elements shall be at least 18 inches in width, with a minimum depth of 12 inches, and spaced at intervals of no more than 20 percent of the width of the exterior building walls; or
   c. A recognizable base treatment of the wall consisting of thicker walls, ledges, or sills using integrally textured and colored materials such as stone, masonry, or a decorative concrete; or
   d. Some other architectural feature that breaks up the exterior horizontal and vertical mass of the wall in a manner equivalent to subsections F.1.a., b., or c., above.

2. **Group 2 – Roof Articulation.**
   a. Changes in roof lines, including the use of stepped cornice parapets, a combination of flat and sloped roofs, or pitched roofs with at least two roof line elevation changes; or
   b. Some other architectural feature or treatment that breaks up the exterior horizontal and vertical mass of the roof in a manner equivalent to subsection F.2.a., above.

3. **Group 3 – Building Openings, Walkways and Entrances.**
   a. Canopies or awnings over at least 30 percent of the openings of the building; or
   b. Covered walkways, porticos, or arcades covering at least 30 percent of the horizontal length of the primary street-facing building elevation; or
   c. Raised cornice parapets over entries; or
   d. Some other architectural feature or treatment that adds definition to the building openings, walkways or entrances in a manner equivalent to subsection F.3.a., b., or c., above.

4. **Group 4 – Cladding Materials.**
   a. At least two kinds of materials distinctively different in texture or masonry pattern, at least one of which is decorative block, brick or stone, with each of the required
materials covering at least 25 percent of the exterior walls (excluding the areas of windows, doors, and overheard doors) of the building; or
b. Brick or stone (including synthetic stone) covering at least 50 percent of the exterior walls (excluding the areas of windows, doors, and overheard doors) of the building.

5. **Group 5 – Other Architectural Definition.**
   a. Overhanging eaves extending at least 24 inches past the supporting walls, or with flat roofs, cornice parapets or capstone finish; or
   b. Ornamental lighting fixtures (excluding neon) for all exterior building lighting; or
   c. Other features that add architectural definition to the building, in a manner equivalent to subsection F.5.a., or b., above.

G. **Design Continuity in Multi-Building Developments.** Developments with multiple buildings shall include predominant characteristics in each building so that the buildings within the development appear to be part of a cohesive, planned area, yet are not monotonous in design. Predominant characteristics may include use of the same, similar, or complimentary architectural style, materials, and colors.

H. **Articulation of Walls.** No horizontal width of building wall shall run for more than 100 feet without a wall plane projection or recess having a depth of at least four percent of the length of the building elevation, extending for a distance that is not less than 20 percent of the width of the building elevation.

I. **Building Colors.**
   1. Colors shall be used to blend buildings into their context, and to unify different elements of a development. Color should complement the surrounding area and, if in a new development area, shall be selected to establish an attractive image and set a standard of quality for future developments and buildings within the area.
   2. Buildings that are larger than 10,000 square feet shall be finished with more than one color on all elevations that are visible from public streets or apron areas.
   3. Accent colors that are used to call attention to a particular feature or portion of a building, or to form a particular pattern, shall be compatible with the predominant building base colors. Accent colors shall cover no more than five percent of a street-facing building elevation.

J. **Metal Cladding and Finishes.**
   1. Metal wall panels with exposed fasteners (e.g., wall panels commonly referred to as “R-Panel,” “U-Panel,” “Corrugated Panel,” “7.2 Panel,” and other comparable panel systems), and metal wall panels with hidden fasteners that have a corrugated appearance that resembles the typical exposed fastener panels described above, combined, shall not be used as cladding on any building wall.
   2. Standing seam metal panels may be used for cladding on not more than 25 percent of any building wall (exclusive of windows, doors, and overhead doors), provided that they integrate into the architectural style and color of the building.
   3. Insulated architectural metal wall panels with hidden fasteners are allowed without limitation, provided that they do not have a corrugated appearance that resembles the typical exposed fastener panels described in subsection J.1., above.
   4. The Airport Commission may permit other metal cladding or finishes, such as bronze, brass, copper, or wrought iron, if a determination is made that such materials are equal or superior to the primary building materials.
K. **Roofing Materials.** Roofing materials that produce glare or other effects that are hazardous to aircraft operation shall not be permitted.

L. **Rooftop Mechanical Units.**
   1. Rooftop mechanical units and other miscellaneous rooftop equipment shall be substantially screened from view from public rights-of-way and other public places.
   2. Screening material shall be of the same or comparable material, texture, and color as the material used for cladding the building.
   3. Screening shall be constructed as an encompassing monolithic unit, rather than as individual screens. Multiple equipment screens, or “hats”, surrounding individual elements shall not be permitted.
   4. The height of the screening element shall equal or exceed the height of the structure’s tallest piece of installed equipment.

M. **Primary Building Entrances.**
   1. Primary public entrances shall be clearly defined and recessed or projected, or framed by elements such as awnings, arcades, porticos, or other comparable architectural features.
   2. Primary public entrances shall be connected to automobile parking areas by sidewalks that meet Americans with Disabilities Act (ADA) Standards for Accessible Design.

N. **Loading Docks and Trash or Recycling Storage and Pickup Areas.**
   1. No loading dock or trash or recycling storage and pickup area shall be located on the principal street-facing or apron-facing facade of the building.
   2. Any loading dock or trash or recycling storage and pickup area that is located on the side or rear wall of the building shall be screened in accordance with the following requirements.
      a. Loading areas shall be screened from principal building entrances and other highly visible areas of the subject property.
      b. Loading areas shall be of sufficient size to accommodate vehicles that will serve the use, such that all backing and maneuvering to and from loading areas is done on the subject property, and egress of vehicles from the subject property is in a forward direction.
      c. The location of the loading area shall not block or obstruct any public street, alley, driveway, or sidewalk.
   3. If the subject property has multiple street-facing or apron-facing frontages, loading docks and trash or recycling pickup areas shall be located in the least obtrusive manner, with preference for sides of the building that do not face streets or surface parking lots (except employee-only parking lots), then for sides that are set back more than 150 feet, and if such location is not practicable, the frontage with the least public visibility.

O. **Exterior Illumination.**
   1. Lighting shall be designed to complement the overall design of the development. Minimum site lighting shall be maintained in order to provide safety and security throughout the development.
   2. Both wall and light pole mounted light fixtures shall be utilized where appropriate, and shall be fully shielded and/or directed to avoid any interference with aircraft operations.
   3. The following are not allowed:
a. Illumination that highlights the entire width of a building elevation, or a significant portion of a building elevation; and  
b. Back-lit translucent awnings; and  
c. Blinking or Flashing lights unless approved by the Airport Director.

P. **Signage.** Identification signage should contribute to the architectural design of the building in style, material, color, architecture and composition. Site specific identification signs shall be constructed with similar architectural style, materials and colors as the principal structure and shall be compatible with other signs within the larger industrial development.

Q. **Landscaping.**  
1. A landscaping plan must be approved by the Airport Director. Landscaping materials that attract birds or other wildlife will not be permitted near aircraft movement areas.  
2. Landscaping materials are to be installed within ninety (90) days of the date of occupancy of the building. Seasonal exemptions may be granted by the Airport Director. If seasonal conditions do not permit planting, interim erosion control may be required by the Airport Director.

R. **Fences, Walls, and Barriers.** All fences, walls, and other barriers must comply with Airport security requirements and materials must be approved by the Airport Director.
ITEM NUMBER: 7
MEETING DATE: January 22, 2020
PREPARED BY: Jason Licon, Airport Director

TITLE
Draft 2020 Strategic Work Plan

RECOMMENDED AIRPORT COMMISSION ACTION
Provide direction on the draft 2020 Strategic Work Plan

BUDGET IMPACT
Negative

SUMMARY
In 2019 the Planning and Development Subcommittee created a strategic work plan to identify and track goals and tasks related to the Airport’s strategic initiatives. An update was provided at the December Airport Commission meeting. While many of the tasks were completed, some are still in progress, and some were put on hold for various reasons. A draft strategic work plan for 2020 was created by the PDSC at their January meeting. This includes new goals and tasks along with outstanding items from the 2019 strategic work plan.

ATTACHMENT
Draft 2020 Strategic Work Plan
2020 Strategic Work Plan
NCRA Planning & Development Subcommittee

1. Outcome: Continuous Air Traffic Control (other strategic planning items are contingent upon achievement of this outcome)
   a. Goal: Operational consistency between testing phases
      i. Obtain FAA approval for operational consistency
      ii. Define cost components
         1. Gain clarity on cost responsibilities
      iii. Identify costs and direct ROI
         1. Perform benefit/cost analysis
      iv. Allocate funding resources
      v. Contract with FAA or service provider
   b. Goal: Federal financial support for controllers upon anticipated certification (Future impact to Airport finances)
      i. Apply for and obtain benefit-cost analysis results from FAA (Provides eligibility for up to 5 years if determined that benefit exceeds cost)
      ii. Create informational materials that can be provided to legislative officials supporting future inclusion in the Federal Contract Tower Program
      iii. Create a campaign consisting of Airport users and stakeholders in support of inclusion in the Federal Contract Tower Program

2. Outcome: Air Service
   a. Goal: Re-establish air service with Allegiant
      i. Airport staff continue to provide relevant information and updates
      ii. Work to ensure a smooth reopening
      iii. Partner with air carrier on marketing support and outreach
   b. Goal: Create a vision and timeline for air service potential
      i. Review recommendations from Master Plan on market opportunities
      ii. Identify barriers to potential
      iii. Determine what if any incentives may be necessary to secure air service
         1. Compile case studies
         2. Create scenarios specific to organic vs stimulated efforts
   c. Goal: Create destination marketing program to attract visitors to NOCO
      i. Establish working group (regional tourism and visitors entities)
      ii. Create packages for local lodging, transportation, and attractions
      iii. Work with airline partners for implementation

3. Outcome: Create clarity for economic development objectives
   a. Goal: Present to the Northern Colorado Regional Economic Development Initiative (NoCo REDI) the Airport’s vision, strategic plan, and Airport influence area plan
      i. Become an active participant in the organization
      ii. Have NoCo REDI provide input on regional Airport economic value and potential
b. Goal: Create a sub-area plan for desired development both on and adjacent to Airport

c. Goal: Identify regional competitive advantages

4. Outcome: Initiate Commercial Terminal Design
   a. Goal: Pursue the resourcing of this needed asset/improvement
      i. Outline cost based on terminal design criteria
      ii. Work to align financial resources
   b. Goal: Provide recommendation to the Commission on how the terminal should be constructed and phased
      i. Coordinate a design charrette with Airport Commission & Stakeholders
      ii. Determine “build it and they will come” or let demand drive investment

5. Outcome: Create a Marketing Platform
   a. Goal: Create a marketing resource to effectively market the Airport to the community
      i. Perform a benefit/cost analysis of what the Airport costs vs. what it provides
         1. Calculate the cost of the Airport to the communities
         2. Use the 2020 expected release of the economic impact study to validate the benefit
      ii. Create a vision of what the Airport could be with higher levels of investment
         1. Create a visual concept of what the Airport could be
         2. Use the financial portions of the master plan to share the current funding needs and gaps
         3. Incorporate past studies to illustrate market potential

6. Outcome: Master Plan Completion and Adoption (2019 Continuation)
   a. Goal: Solicit and obtain feedback on the final draft from stakeholders
      i. Conduct a public Open House Event for outreach
      ii. Publish the information in various media channels
   b. Goal: Complete final draft of the plan
      i. Obtain necessary FAA approvals
      ii. Obtain approval and adoption by the Airport Commission & City Councils

7. Outcome: Ensure adequate personnel support for current & future need (2019 Continuation)
   a. Goal: Create a staffing analysis & recommendation

8. Outcome: Engage Educational Institutions to provide programs to fill high-demand aviation occupations (2019 Continuation)
   a. Goal: Continue to work on pathway programs with local school districts
   b. Goal: Encourage creation of additional aviation technical training programs