

2022 STRATEGIC PLAN



NORTHERN COLORADO
REGIONAL AIRPORT

VISION

Northern Colorado Regional Airport... sparking innovative transportation and leading edge economic development, training, research and education throughout the region.



MISSION

Serving the region, we are a catalyst for innovation in all modes of transportation, a driving force for business and training, and a global gateway to a magnificent Colorado.

Acknowledgements

Airport Commissioners

Chair Don Overcash, Loveland Mayor Pro Tem
Vice-Chair Tom Fleming, Fort Collins Citizen Member
Jeni Arndt, Fort Collins Mayor
Steve Adams, Loveland City Manager
Curt Burgener, Loveland Citizen Member
Kelly DiMartino, Fort Collins City Manager
Jerry Stooksbury, Joint Citizen Member

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Planning & Development Subcommittee

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Vice-Chair Tom Fleming, Airport Commissioner
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STRATEGIC FOCUS

**ORGANIZATIONAL
EXCELLENCE
& INNOVATION**

**CAPITAL
PROJECTS**

**PRIVATE
DEVELOPMENT
& ECONOMIC
DEVELOPMENT**

**MULTIMODAL
TRANSIT
& TERMINAL**

FOCUS PRINCIPLES



1 ORGANIZATIONAL EXCELLENCE & INNOVATION

To establish the funded resource staffing for the airport needed to deliver on the 2021-2022 strategic plans.



2 MULTIMODAL TRANSIT & TERMINAL

Design and construct a new airport terminal with the maximum amount of capital investment to create an iconic, sustainable, and multi-modal transportation facility that embodies Northern Colorado.



3 CAPITAL PROJECTS

To build and expand northern Colorado awareness, support, and community connections with the airport.



4 PRIVATE DEVELOPMENT & ECONOMIC DEVELOPMENT

To develop a subarea plan for the Airport Influence Area (AIA) that provides clear direction on business and economic development, brand strategy, infrastructure requirements, and funding strategies

FACTORS TO CONSIDER

WHAT'S IMPORTANT NOW

1 THE OVERRIDING OBJECTIVE IS TO MAKE THE AIRPORT MORE RELEVANT TO THE NORTHERN COLORADO COMMUNITY, FINANCIALLY AND AS A VALUED RESOURCE.

2 THE PLANNING APPROACH FOR 2022, OR ANY GIVEN YEAR, SHOULD FOCUS ON SPECIFIC ACTIONS THAT SPAN MULTIPLE FOCUS AREAS AND THEIR CONSTITUENT OBJECTIVES. THESE ARE ACTIONS OF LIMITED SCOPE AND DURATION THAT CAN REASONABLY BE ACCOMPLISHED THIS YEAR AND ARE CENTRAL TO A VARIETY OF FOLLOW-ON ACTIONS IN SUPPORT OF THE BROADER OBJECTIVES AND FOCUS AREAS.

3 THE RETURN OF “IMPACTFUL” COMMERCIAL AIR SERVICE IS A KEY TO THIS GOAL; HOWEVER, THE CITIES AND THE COMMISSION HAVE LITTLE DIRECT IMPACT ON ITS CERTIFICATION AND RETENTION – OTHER THAN THROUGH INFLUENCING KEY PUBLIC OFFICIALS AT FEDERAL, STATE AND LOCAL LEVELS. WHAT IS “IMPACTFUL” IS A CARRIER(S) THAT SERVES ONE OR MORE MAJOR MARKETS WITH A FREQUENCY OF AT LEAST FOUR TIMES WEEKLY, AND ALLOWS LOCAL TRAVEL TO MOST DESTINATIONS (AS DOES DIA). THOSE SAME MAJOR MARKETS ARE TARGETS FOR ATTRACTING OUT-OF-STATE VISITORS TO NORTHERN COLORADO.

4 PAST PLANNING SESSIONS IDENTIFIED THE NEED TO TRANSFORM THE AIRPORT INTO MORE THAN “JUST AN AIRPORT,” WITH AN ADDITIONAL FOCUS ON INNOVATION, EDUCATION AND TRAINING, A POTENTIAL EDUCATION AND TRAINING CENTER FOCUSED ON INNOVATION AND AVIATION MAY BE ANOTHER KEY ASSET THAT SERVES A USEFUL PURPOSE IN NORTHERN COLORADO AND ALSO ATTRACTS LOCAL VISITORS TO THE AIRPORT.

5 A FINAL OVERARCHING FACTOR TO CONSIDER IS THE REALIZATION OF MAKING THE AIRPORT AN ACTUAL “MULTI-MODAL” TRANSPORTATION HUB. PROXIMITY TO THE INTERSTATE HIGHWAY SYSTEM AND A RAIL LINE IS INSUFFICIENT IF NOT LEVERAGED ADEQUATELY TO ACHIEVE THE AIRPORT'S VISION.

PRIMARY OBJECTIVES

ORGANIZATIONAL EXCELLENCE & INNOVATION



1 ENHANCE AND INCREASE AIRPORT STAFFING

The airport staff is the absolute key to everything we hope to accomplish. They are the backbone with the expertise, relationships and focus to accomplish our goals and action items. Right now, they are absolutely “maxed out.” Not only recruitment of additional staff, but also retention of current staff must be considered. With a new terminal facility on the horizon, a long-term plan is also necessary.

ACTION AND PROGRESS STEPS

- a. Complete a robust staffing plan (full-time; part-time; contractual) and obtain local political support for it. Identify the resources this takes to accomplish the best-case scenario
- b. Provide staff training opportunities – ensure each employee has one training/educational opportunity each year to enhance and grow their skills



PRIMARY OBJECTIVES

MULTI-MODAL TRANSIT AND TERMINAL

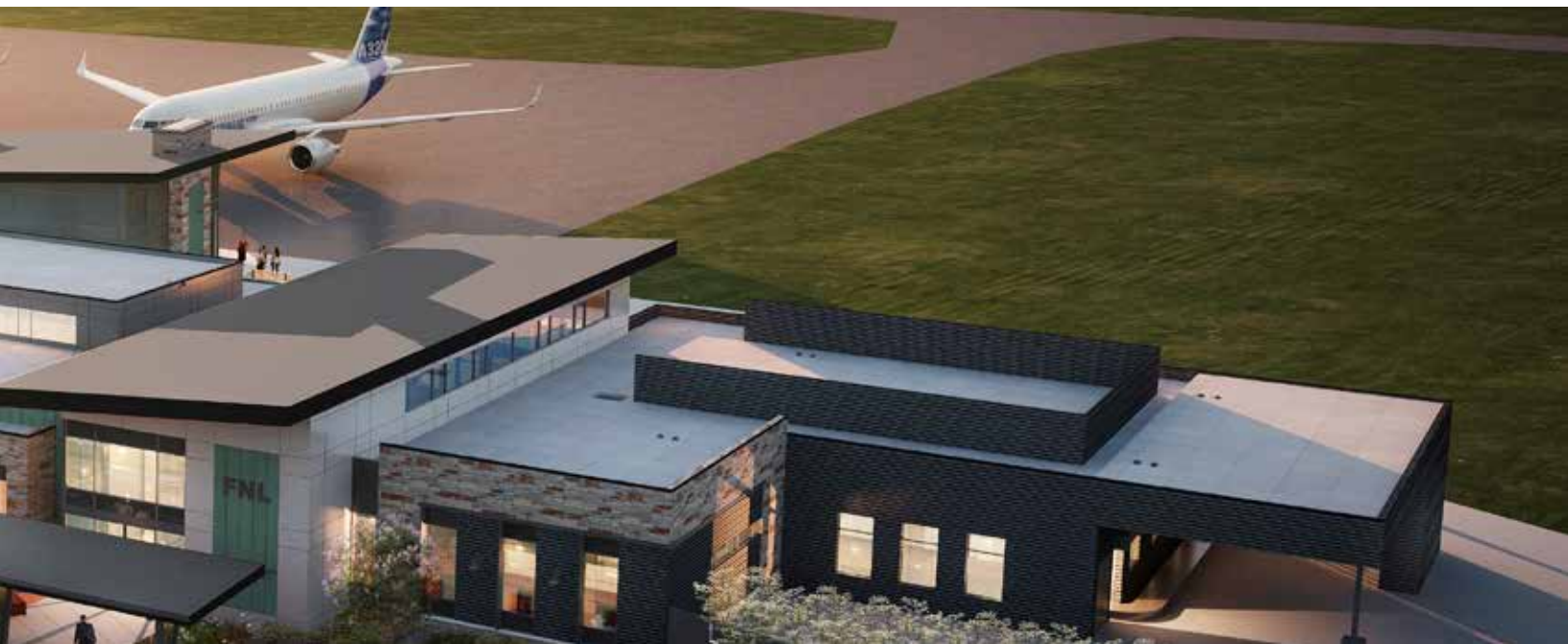


2 COMPLETE PLANNING AND DESIGN OF THE NEW TERMINAL BUILDING

The federal funding for this project (\$16.9 million) has a firm timeline attached. Deadlines must be met and funding lined up to complete the project. Additionally, the project's current cost estimates exceed the available funds--a gap that must be spanned to complete the project.

ACTION AND PROGRESS STEPS

- a. Pursue an array of resources for terminal funding gaps such as: federal and state grants; "other" non-governmental grants; philanthropic sources; crowd funding; and if necessary, funding from the airport owners, the cities of Loveland and Fort Collins
- b. Find funding solutions and alternatives for the terminal project to fund the desired option identified in the four design charrettes
- c. Continue to monitor and manage the timeline and resources for construction and completion in 2024



PRIMARY OBJECTIVES

CAPITAL PROJECTS



3 COMPLETE PLANNING RELEVANT TO THE HANGAR PROPOSAL SUBMITTED BY JETCENTER, AND WHICH LED TO THE REQUEST FOR PROPOSALS

This is an ongoing process which has garnered significant attention from multiple airport stakeholders and cannot reasonably be ignored or deferred. Additionally, it is evident that we need updated policies and procedures for future hangar development at the airport, and this cannot reasonably be ignored or deferred.

ACTION AND PROGRESS STEPS

- a. Resolve the options currently under consideration relevant to adding hangars and replacing older T-hangars on the airport
- b. Assist to create a resolution with the hangar redevelopment proposals
- c. Investigate ways that the Airport can support future aviation development due to the dwindling supply of shovel ready property (adjacent to utilities, roads, taxiways, etc)
- d. Develop a policy and procedure for addressing solicited and unsolicited proposals for refurbishing and/or developing new hangars

PRIMARY OBJECTIVES

MULTI-MODAL TRANSIT AND TERMINAL



4 ENHANCE POLITICAL SUPPORT FOR THE REMOTE TOWER PROJECT

The remote tower is indispensable to the return of commercial air service, and as a new and unproven technology, it lacks the institutional support needed to assure its implementation. There are no other “champions” of this project besides the airport; thus, it is incumbent upon us to educate those with the authority and influence to bring this to fruition.

ACTION AND PROGRESS STEPS

- a. Develop a briefing (“pitch”) aimed at and tailored for local, state, and federal officials demonstrating the potential impact of this project on the Airport, regional economic development and on the national air traffic control network (in terms of both safety and cost savings)
- b. Continue to work with Colorado Department of Aeronautics, FAA, Searidge Inc., and the Colorado Congressional delegation to keep moving the testing and certification process forward toward completion
- c. Showcase the remote tower to elected officials and educate them on the importance of the system
- d. Continue to advocate with the FAA and CDOT for the successful eventual certification of the system

PRIMARY OBJECTIVES

PRIVATE AND PUBLIC ECONOMIC DEVELOPMENT



5 DEVELOP LOCAL SUPPORT FOR AN EDUCATION AND TRAINING CENTER / FACILITY FOCUSED ON INNOVATION, TECHNOLOGY, AND AVIATION

This appears to be an unmet need that is now being recognized by key local institutions, and the time is limited in which to assist this effort and “stake our claim” to hosting it. Additionally, such a project would assist in meeting the broader needs of the community at a lower cost and more central location than elsewhere.

ACTION AND PROGRESS STEPS

- a. Continue to foster relationships with local education and training institutions and technical industries
- b. Develop a briefing (“pitch”) describing the vision and opportunities inherent on airport property and the adjacent Airport Influence Area, with emphasis on this project
- c. Identify opportunities for technology training and pathway programs for aviation and other highly technical training needs
- d. Seek partnerships to create a facility to support these needs in the short term
- e. Identify a suitable location and define infrastructure needs to support such a facility
- f. Attempt to utilize the Remote Air Traffic Control Tower as leverage to include in a new facility and to serve as a training lab for future controllers

SECONDARY OBJECTIVES

MULTI-MODAL TRANSIT AND TERMINAL



6 ENHANCE COMMERCIAL AIR SERVICE

As noted above, it is central to long-term sustainability and growth of the airport.

Why it is a secondary priority: First, enhancing advertising of existing opportunities is worthwhile, but the providers should take the lead, with support by the owner cities' Economic Development and Communication staff. This should minimize the impact on airport staff or the Commission. Secondly, past experience has shown that airlines wish to keep their plans close to the vest, and no one is better qualified to do this than the airport director. He should continue to focus on this and advise the Commission when assistance is needed.

ACTION AND PROGRESS STEPS

- a. Continue to build community awareness of current opportunities for air travel centered on FNL (Avelo service to BUR and LAS and United service to DEN).
- b. Continue to explore potential service and destinations by both current and other carriers.
- c. Obtain an air service development consultant to assist with recruiting efforts
- d. Attend at least one event to market the airport and Northern Colorado to air carriers.
- e. Create an external entity that supports air service and provides a fund to help market air service and to provide risk abatement in airline startups.
- f. Create an incentive and marketing policy

SECONDARY OBJECTIVES

MULTI-MODAL TRANSIT AND TERMINAL



7 ESTABLISH THE AIRPORT AS A TRUE MULTI-MODAL TRANSPORTATION HUB, INCLUDING EXPLORATION OF UNION PACIFIC RAILROAD OPPORTUNITIES

Light rail service to and between the airport and Denver may increase the attractiveness of FNL as point of entry and exit from the broader transportation system. If it is actually established, the airport should be an integral element or risk being bypassed entirely. Further, we must begin to make progress toward crafting a multi-modal transportation/transit plan to support the growth and development the airport and the surrounding region is experiencing—it will only get more intense and we need to be ahead of the curve. Establishing relationships with our owner cities' transportation planning efforts as well as with other regional agencies such as the North Front Range Metropolitan Planning Organization (MPO) are an important first step; it is essential that our transportation planning integrate with the systems that are part of the larger regional transportation system. Gathering preliminary research that is specific to the airport and how it fits into the regional transportation system is an essential first step.

Why it is a secondary priority: A relationship and expressing interest is a minor task, and a larger effort does not seem warranted at this time.

ACTION AND PROGRESS STEPS

- a. Establish formal links to current efforts to establish light rail service along the front range and I-25 corridor in order to support this effort and obtain a “seat at the table.”
- b. Develop Phase I of a Multi-modal transportation/transit plan for the airport (preliminary research component).

- c. Identify how a rail connection could be most effectively brought into the airport terminal area.
- d. Engage in the Front Range Passenger Rail group to advocate for inclusion of FNL.

SECONDARY OBJECTIVES

CAPITAL PROJECTS



8 COMPLETE THE 2022 SCHEDULED CAPITAL IMPROVEMENT PROJECTS

Capital projects are ongoing and key to the operation and development of airport facilities. Capital projects are an integral part of the airport's budget and require a significant amount of staff time and expertise to ensure completion.

Why it is a secondary priority: This is a regular and ongoing component of airport management, much like routine lease reassignments, it does not seem to warrant the dedicated attention of the Commission beyond periodically noting the progress or lack thereof.

ACTION AND PROGRESS STEPS

- a. Complete the designated and scheduled 2022 capital improvement projects, distinguishing between projects that are FAA/Master Plan-related and those that are non-FAA grant-eligible (airport infrastructure and business development related on the airport).
- b. Formulate an updated Master Plan CIP to include new infrastructure funding resources
- c. Prepare a CIP for other infrastructure needs (like roads, sewer, water, stormwater, broadband) that support future airport development and are not typically eligible for FAA resources.

SECONDARY OBJECTIVES

PRIVATE AND PUBLIC ECONOMIC DEVELOPMENT



9 DEVELOP SUB-AREA LAND PLANS AND PROCEDURES FOR ON-AIRPORT LAND SPACE

The airport is “growing up.” The interest in and development activity is increasing along with the pressures to build and develop around the airport. Without a clear concept of what we want and where we want specific types of development and guidelines for how to assess and evaluate proposals, the airport is at the mercy of external forces. The Commission and staff need to be in a proactive position. It’s time to identify resources and get started addressing this objective.

Why it is a secondary priority: To date, adequate resources have yet to be assigned to address this objective and action items. There are simply higher priorities for the current year.

ACTION AND PROGRESS STEPS

- a. Develop a policy and procedure for responding to and managing development requests on airport property.
- b. Identify resources and conduct a location and cost estimation for a new fuel facility
- c. Strengthen development review process and present the final process for adoption by the Airport Commission.
- d. Create a budget for initiating a sub-area plan for the west side of the airport to include completion of a development plan that defines non-aeronautical use areas, usage criteria for highest and best use, and graphical depictions that include lot lines and roads.