

PDSC MEETING AGENDA

DATE: 11/3/2022
TIME: 9:00-12:00 AM
LOCATION: Airport Conference Room
RE: Planning and Development Subcommittee

PDSC Objectives:

- Support the development and implementation of an updated Strategic Plan and the 2020 Airport Master Plan Update
- Provide ongoing support and input on specific plans and proposals for the development of Airport
- Provide input on other business development efforts as appropriate.

PDSC Agenda Items:

- 1) **Special Meeting – PDSC Strategic Planning Session**

Unresolved/Pending Topics:

- US Customs
- Fort Collins-Loveland Water District Water Line Extension
- West & Northeast Airport Area Planning
- Terminal Funding
- New Hangar Development Plan
- Air Service Development Plan



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STRATEGIC PLAN 2023 **Northern Colorado Regional Airport**

DRAFT

The purpose of this document is to clearly articulate the primary focus of the development and operation of our regional airport and to outline the major work priorities for the next two years: 2023-2024.

The plan is intended to guide the resources and focus of the staff, the Airport Commission, and airport partners to move toward our vision for the future.

OVERVIEW

Northern Colorado Regional Airport is centrally located in the Northern Colorado Front Range. The region is a major population center and is a crossroads for commerce and travel.

The Airport is adjacent to Interstate 25 and US Highway 34 travel corridors. It is 55 miles north of Denver International Airport with a population that has a high demand for air travel. Approximately 827,000 people live within 30 miles of the airport.

The Northern Colorado region is a robust commercial, retail, logistics, technology, education and research, and aviation center. The airport and adjacent areas are maturing and are being developed to support strong and sustainable economic growth for the region.

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 in business and training, and a global gateway to a magnificent Colorado.

PRIORITIZATION CRITERIA

The Strategic Plan that follows illustrates the focus areas and key targets that will drive the vision of Northern Colorado Regional Airport. The statements used to identify and prioritize these targets include:

- Increase the relevance of the airport to the region by enabling the direct use of the facility by more citizens.
- Enhance the economic impact created by the airport to the region
- Create the regional mindset that the airport is a valued transportation hub and center for education and innovation
- Work to incorporate thoughtful sustainability within focus areas and targets
- Provide a safe and secure aeronautical facility in accordance with all federal regulations and policies
- Create investment in the airport both directly and from partners that will support the goals of the strategic plan

Factors that identify “what’s important now?”

1. The planning approach 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 within the defined plan and are central to a variety of follow-on actions in support of the broader objectives and focus areas.
2. Create a regular cadence for updating the strategic plan in relation to the Cities’ budgeting processes. This plan will be implemented to reflect the 2023-2024 budget, and will need to be updated again in 2024 (in advance of any budgetary development processes) to be aligned with the 2025-2026 budgets.
3. 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. A skilled aviation workforce is in high demand, and is projected to continue for several decades.
4. The return of “impactful” commercial air service is a key focus; however, the cities and the Commission have little direct impact on certain aspects of achieving this (i.e. Remote Tower 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 facilitates local travel to most destinations (as does DEN).
5. A final thought is 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 or identifying property to preserve for future connectivity in order to achieve the Airport's Vision.

FOCUS AREAS

Northern Colorado Regional Airport has four Strategic Focus Areas that comprise its work. These areas are:

- ❑ Airport Operations: Services and Facilities
- ❑ Airport Multi-modal Transportation
- ❑ Airport Public and Private Economic Development
- ❑ Airport Organizational Excellence and Innovation

*** AIRPORT OPERATIONS: Services and Facilities**

A significant amount of airport staff time and resources are dedicated to the operation of the airport. Airport operations are performed 365 days per year and must adapt to seasonal weather conditions as well as the economic and business shifts of northern Colorado.

Staff works toward continuously improving the efficiency of airport operations, managing the airport's equipment and facilities, ensuring topline safety in all aspects of operations, and supporting commercial, business, and private aviation demands.

A. Efforts are focused on the following targets: [Note: these are not in priority order; they are numbered for ease of reference. It should be possible to address each of these during the timeframe of this plan.]

- 1) Build and support commercial air service and facilities
- 2) Support business and general aviation service and facilities
- 3) Ensure superior public safety and security
- 4) Identify, support and carry out beneficial projects and initiatives
- 5) Plan and implement capital improvement projects

B. Major Objectives and Action Items for 2023-2024 include:

- 1) Remote Tower: Continue support for the project and FAA certification
- 2) New Terminal: Ensure completion by 2024
- 3) General aviation hangar redevelopment & replacement projects
- 4) US Customs private sector marketing & promotion support

*** AIRPORT MULTI-MODAL TRANSPORTATION**

The airport is a crossroads for all types of transportation and travel: air service - manned and unmanned, auto and transit, rail, and combinations of these modes.

A. Efforts are focused on the following targets:

- 1) Build, maintain and operate aviation facilities effectively, efficiently, and sustainably
- 2) Develop a network linking off-site transportation facilities, enhancing the transportation hub concept
- 3) Keep a pulse on emerging technologies and identify needs for supporting these in the future (electrification of aircraft, UAS usage and safe integration of UAS & traditional aircraft in the airspace environment, urban air mobility, etc.)
- 4) Support regional efforts toward building a light rail network that links to the airport. {NOTE: This may very well be redundant to #2 above, but I think this is important to capture specifically...}

B. Objectives and Action Items for 2023-2024 include:

- 1) Attract sustainable, high quality commercial air service
- 2) Direct TSA security access for Landline/United customers & advocate for legislative changes to align Landline passengers similar to airline “enplanements”
- 3) Runway 15-33 Widening Design & Construction: align resources and advocate for federal and state funding
- 4) Extend critical infrastructure including roads, utilities, and aviation access through planning and/or construction projects
- 5) Collaborate on a transit plan integrating City bus services to the future terminal

*** AIRPORT PUBLIC AND PRIVATE ECONOMIC DEVELOPMENT**

The airport sustains a variety of aviation and non-aviation related public and private business endeavors. It plays a key role in supporting economic growth of the region and is an important transportation link for business, recreation and tourism. Fostering partnerships is important to realize the targets and tactics.

A. Efforts are focused on the following targets:

- 1) Business opportunities that maximize on-airport business
 - complement aviation service
 - attract technology, education, and research
 - continue to expand workforce skillset to attract private investment
- 2) Financial independence and sustainability
- 3) Land use plan for a range of aviation activities and business opportunities
- 4) Regional collaboration with public and private entities

B. Objectives and action items for 2023-2024 include:

- 1) Create a new Technology and Innovation Center
- 2) Land use and capital plan to support aviation facilities and on-airport businesses
- 3) Policy and procedure for public and private facility leases

- a. Enhance the development criteria for land development on the Airport by identifying areas to be utilized for specific purposes within the adopted Airport Master Plan
- b. Revise and update mutually agreed upon land lease agreements as needed to streamline approval processes
- c. Create a standard process and for land development proposals

*** AIRPORT ORGANIZATIONAL EXCELLENCE AND INNOVATION**

Quality leadership and management for airport operations and projects are essential to achieving the airport's vision and mission.

A. Efforts are focused on the following targets:

- 1) A staffing plan that is linked to strategic outcomes
- 2) Opportunities for training and for maintaining required certifications
- 3) Sustainably manage the financial operations of the airport
- 4) Building and maintaining partnerships with stakeholders, business partners and government agencies
- 5) Find ways to have fun and build awareness with community groups, stakeholders and the public

B. Objectives and Action Items for 2023-2024 include:

- 1) Enhance/increase airport staffing support as needed
- 2) Produce the Commission packets and maintaining the public meeting calendars
- 3) Obtain a positive third-party audit of the airport's finances
- 4) Work to create more promotion and event opportunities to increase the relevance of the airport to the region (open houses, aviation days, static aviation displays, fly-ins, pancake breakfasts, holiday themed fun)
- 5) Identify emerging technologies and integrate into future planning

Sample format for action items matrix. To be updated in the strategic planning session:

KEY PRIORITY ACTION ITEMS FOR 2023

Priority Items are rated: High - Medium - Low

Tactic/Action Item	Focus	Priority	Budget & Resources	Lead
New Airport Terminal	Multi-modal Transportation	High		
Reinstate Commercial Service	Airport Operations	High		
New Technology & Innovations Center	Public and Private Economic Development	High		
Land Use and Capital Plan to Support On-Airport Business	Public and Private Economic Development	Medium		