

## PDSC MEETING AGENDA

**DATE:** 2/22/2023  
**TIME:** 3:30-5:00 PM  
**LOCATION:** Zoom  
**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) **Meeting Minutes – January 25, 2023**
- 2) **Strategic Plan**
- 3) **Land Use Plan**
- 4) **Updates/Planning/Open Discussion**

### Unresolved/Pending Topics:

- Fort Collins – Loveland Water District Water Line Extension
- Cellular Data Tower
- West & Northeast Airport Area Planning
- Updated Leasing Policy
- Terminal Funding

Join Zoom Meeting

**Wednesday, February 22, 2023 – 3:30 p.m.**

<https://us06web.zoom.us/j/97011482750?pwd=V1pVVHdrMXZibzlyZ3RFanpRK2NIZz09>

Meeting ID: 970 1148 2750

Passcode: 465261

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## MEETING RECORD

Page 1

**DATE:** 1/25/2022  
**TIME:** 3:32-5:10 PM  
**RE:** Planning and Development Subcommittee Meeting (PDSC)  
**ATTENDEES:** Tom Fleming, Diane Jones, Jason Licon, Aaron Ehle, Troy Bliss

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### Begin Meeting Record 1/25/2023

#### **Agenda Item #1: Meeting Minutes – December 20, 2022**

- **Diane moved to approve the minutes. The motion, seconded by Tom, passed unanimously.**

#### **Agenda Item #2: Strategic Plan - Action Plan and Key Performance Indicators**

- The Airport Commission and PDSC held a strategic planning session on January 19<sup>th</sup>. The Strategic Plan draft has been updated based on the feedback from that meeting.
  - Focus Areas – additions underlined
    - Safe, Secure & Financially Sustainable Operations
  - Strategic Objectives - additions underlined
    - The Airport is supported by a team of well-trained, highly motivated, and appropriately compensated employees who operate in an efficient and consistently exceptional manner.
    - The Airport is run efficiently and is financially self-sustaining for ongoing operations and maintenance. It is viewed as an asset and is appropriately supported by the FAA, State, County, owner Cities, and the public.
    - The Airport maintains a well-developed land use plan and leasing policy for a range of aviation activities and business opportunities, characterized by capital improvement projects that reflect the Airport vision.
  - Projects & Action Items
    - Added reference to “air traffic control” contingency planning under the Remote Tower item.
    - Added project – “Governance Study”
    - Changed “Public Relations” to “Community Engagement”
    - Changed “Local TSA Security Screening” to “Multimodal Links to Air Transportation Network”
- The goal of this meeting is to start developing a Strategic Action Plan. Staff has created a draft, but it is not comprehensive.
  - Identify tasks, assign tasks, establish timelines, identify resources needed, and develop key performance indicators. Many tasks will have sub-tasks, but we want to create a Gantt chart that tracks the major tasks.
    - Remote Tower

- Timeline and success are mostly dependent on the vendor and FAA, but we can play an important advocacy role.
- This project started before many of the Commissioners were appointed and there have been many delays. It may help to create educational materials about the history of the project and the path forward.
- New Terminal
  - Fort Collins' contribution is still in question. Further cuts may be necessary if they choose not to help fund the terminal. They are requesting that performance measures be linked to any contribution or loan.
    - This may also jeopardize Loveland's contribution, which is contingent on Fort Collins' participation.
    - Fort Collins' contribution will be reconsidered at the February 2<sup>nd</sup> Finance Committee meeting.
- Commercial Air Service
  - The Airport is eligible for a Small Community Air Service Development Grant (SCASD). This would be a good tool to help attract air service.
  - Funding for air service development is included in this year's budget.
  - Enplanements are extremely important in obtaining future funding from the FAA.
- Updated Land Use Plan and Leasing Policy
  - Form committee that includes planning staff from the Cities.
  - This will help staff communicate information to developers and market the Airport. It will also provide clear criteria for the Commission to evaluate proposals.
  - Include policy for non-aeronautical leases and revenue sharing
  - Determine infrastructure needs and potential funding sources.
  - Eventually create Airport Influence Area (AIA) plan. This may be further out than two years.
  - Address Through-the-Fence (TTF) operations
- Enhance/Increase Airport Staffing Support
  - The Airport has a lean staff. Additional support from new employees, City employees, volunteers, consultants, etc. will be needed to achieve the objectives of the plan.
    - How will this be funded?
  - Align staffing analysis with strategic plan objectives
- Runway 15-33 Widening Design & Construction
  - This will allow a wider range of aircraft to use the runway and make the Airport more marketable to airlines.

- Governance Study
  - CFOs from both Cites are assisting with this.
- Multimodal Links to Air Transportation Network
  - Bus service to new terminal will be included in Loveland's plan when demand warrants.
  - Support Landline success and expansion
    - Advocate for bus trips to count as enplanements or partial enplanements.
  - Don't treat Denver International Airport as a competitor. Provide better options to get people there.
- Community Engagement
  - Educate communities and decision makers on the benefits and potential of the Airport.
- Technology and Innovation Center
  - This will likely be driven by Aims Community College, with the Airport playing a supporting role.
    - The currently identified location will only support small-mid size aircraft. We may want to place it in a location that can support larger aircraft.
- Hangar Redevelopment
  - Staff have been working on this and the item will be discussed at the February 16 Airport Commission meeting.
- The draft Action Plan will be sent out by email. If you have written feedback, please provide it.

**Updates/Planning/Open Discussion**

- An update on the unresolved/pending topics will be provided at the February PDSC meeting.

**End Meeting Record**



# NORTHERN COLORADO REGIONAL AIRPORT

4900 Earhart Rd • Loveland, Colorado 80538

(970) 962-2850 • FAX (970) 962-2855 • TDD (970) 962-2620

**ITEM NUMBER:** 2

**MEETING DATE:** February 22, 2023

**PREPARED BY:** Aaron Ehle – Airport Planning & Development Specialist

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## **TITLE**

Strategic Plan

## **RECOMMENDED PDSC ACTION**

Provide Feedback on the draft Strategic Plan and companion documents

## **SUMMARY**

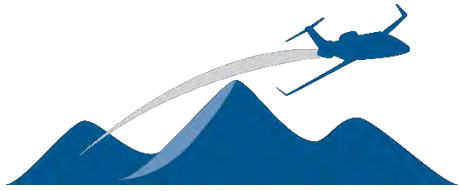
On January 19<sup>th</sup>, the Airport Commission held a strategic planning session that was facilitated by Stacey Pearson. Commissioners provided feedback on the Strategic Plan draft that was created by the PDSC. The feedback has been incorporated into the attached updated draft. Recently, PDSC members have collaborated on an action plan matrix and Gantt chart. The purpose of this meeting is to refine the documents, which will be presented to the Commission in March for consideration and potential approval.

## **ATTACHMENT**

Strategic Plan Draft

Action Plan Matrix Draft

Action Plan Gantt Chart Draft



# NORTHERN COLORADO REGIONAL AIRPORT

## 2023-2024 STRATEGIC PLAN

**DRAFT: FEBRUARY 21, 2023**



# TABLE OF CONTENTS

***INTRODUCTION AND OVERVIEW.....1***

- ◇ Airport Mission
- ◇ Airport Vision

***PART I: STRATEGIC PLAN FOR NORTHERN COLORADO REGIONAL AIRPORT..... 3***

- ◇ Focus Areas
- ◇ Strategic Objectives
- ◇ Projects & Action Items

***PART II: STRATEGIC ACTION PLAN..... 10***

- ◇ Prioritization Criteria
- ◇ Priorities Chart for 2023 – 2024
- ◇ Strategic Action Plan Gantt Chart – **Not yet created**
- ◇ Key Performance Indicators – **Not yet created**

***PART III: APPENDICIES..... 11***

- ◇ Appendix A: 2023-2024 Capital Projects
- ◇ Appendix B: Strategic Objectives – Focus Areas Matrix

# ***INTRODUCTION AND OVERVIEW***

## **PURPOSE OF THIS PLAN**

The purpose of this document is to clearly articulate the strategy for the operation and development of Northern Colorado Regional Airport and to outline the major work priorities for the next two years: 2023-2024.

This plan is intended to guide the staff, the Planning & Development Subcommittee (PDSC), the Airport Commission, and Airport partners in moving toward our vision for the Airport's future.

## **OVERVIEW & CONTEXT**

Northern Colorado Regional Airport (FNL) is centrally located in the Northern Colorado Front Range urban corridor. The region is a hub for a robust mix of residential, commercial, retail, logistics, technology, education and research, and aviation activity.

Located 60 miles north of Denver, the Airport is adjacent to the Interstate 25 and US Highway 34 travel corridors and is the closest airport to Rocky Mountain National Park. Approximately 827,000 people live within 30 miles of the Airport.

With approximately 300 based aircraft and more than 100,000 annual operations, the Airport supports a wide range of commercial and general aviation activities. FNL is home to several flight schools and other aeronautical businesses. A 2020 study by the Colorado Department of Transportation estimated the economic impact of the Airport to be \$296 million annually.

## **AIRPORT MISSION**

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

## **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 ground and air transportation, a driving force in business and training, and a global gateway to a magnificent Colorado.



## VISION

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

# ***PART I: STRATEGIC PLAN FOR NORTHERN COLORADO REGIONAL AIRPORT***

The Strategic Plan is divided into three sections of increasing detail. Immediately following are the four major “Focus Areas” that support the vision and represent key areas of continuing concern and emphasis.

The second section on “Strategic Objectives” represents the desired outcomes necessary to support the Focus Areas in achieving the vision. While many can and should be completed in the two-year timeframe of this plan, some may extend further into the future or even be continuing areas of emphasis, much as are the Focus Areas themselves.

The third and final section of Part I is a compilation of “Projects & Action Items,” those specific items that need to be accomplished to achieve the desired outcomes detailed in Section 2. These are prioritized according to their overall importance to the Airport in the near term, factoring in deadlines, interdependencies, and anticipated resources.

## FOCUS AREAS

Operation and development activities at Northern Colorado Regional Airport (FNL) fall into four general categories or Focus Areas. They are derived from previous facilitated strategic planning sessions held by the Airport Commission and are focused on a five-to-ten-year time horizon.

These areas are:

- A. Safe, Secure, & Financially Sustainable Operations
- B. Multi-modal Transportation
- C. Economic Development & Impact
- D. Education, Training, and Innovation

The Focus Areas are overarching and intended to guide the realization of the vision of Northern Colorado Regional Airport. They are overlapping and mutually supportive. They are not prioritized, as they are all important.

**Safe, Secure, & Financially Sustainable Operations** - If an airport, like any public entity, is not both safe and secure, then little else matters. The Airport is committed to operating in a safe, secure, and effective manner in all areas, every day. It is managed in a financially sustainable way that ensures it has the necessary resources for ongoing operations and maintenance, while also being able to respond to unexpected events and changes in the industry.

**Multi-modal Transportation** - The Airport maintains critical infrastructure such as runways and taxiways and is a hub for many types of transportation: general and commercial aviation, private automobile, mass transit, rail, and combinations of these modes. In addition to the Airport infrastructure, FNL is located next to the busy transit corridors of Interstate 25 and U.S. Highway 34 and a Union Pacific rail line, opening possibilities for integrating transportation modes to meet the needs of residents and businesses as well as those from out of state.

**Economic Development & Impact** - The Airport supports a variety of aviation and non-aviation-related businesses. It plays a key role in supporting the economic vitality of the region and is an important transportation link for business, recreation, and tourism. Fostering partnerships is important to realize the Strategic Objectives.

**Education, Training, and Innovation** - Among other things, this plan is based on the proposition that this community, like most communities, would benefit significantly from enhanced focus on education, training, and innovation. The Airport, both because of its focus on aviation and its central location in Northern Colorado, seems ideal to hosting a variety of activities, facilities, and businesses that emphasize one or more of these areas. Additionally, the Airport is committed to incorporating new technologies and innovative approaches wherever and however they may benefit Airport stakeholders and the region.

## STRATEGIC OBJECTIVES

This plan has developed a set of 10 Strategic Objectives in support of the four Focus Areas. Some of these objectives will support more than one focus area, a reflection of the interdependent nature of the Focus Areas.

The list of objectives that follows outlines many of the outcomes necessary to realize the Airport's long-term vision. Obviously, some of these objectives will be ongoing and few of them will be completed in the timeframe of this plan (2023-24). However, sufficient progress should be realized and measured by key performance indicators. **Note: key performance indicators will be developed as part of the Strategic Action Plan which will be created by the PDSC following the Strategic Planning session with the Airport Commission.**

While all the objectives are important, some are more important and/or more time sensitive than others. Thus, both the objectives and Major Projects are prioritized based on both their importance and the relative urgency of their accomplishment. Naturally, these priorities may change over time based on available resources and related circumstances.

Strategic Objectives:

1. Construct commercial transportation support facilities that will attract scheduled airline services, expand multi-modal transportation options, and positively represent the region.
2. The Airport has exceptional safety and security practices.
3. The Airport has quality, sustainable, and well-maintained facilities.
4. The Airport maintains a well-developed land use plan and leasing policy for a range of aviation activities and business opportunities, characterized by capital improvement projects that reflect the Airport vision.
5. Off-site transportation facilities link seamlessly to the Airport and its flight operations, reflecting its status as a multi-modal transportation hub.
6. The Airport is a catalyst for and supporter of emerging technologies such as sustainable aviation fuel (SAF), electrification of aircraft, air traffic control alternatives, and Unmanned Aerial Systems (UAS).
7. The Airport and its immediate environs house and support businesses that provide and complement aviation services; create jobs and positive economic impact; attract technology, education, and research, and expand workforce skillsets to attract private investment.
8. The Airport is run efficiently and is financially self-sustaining for ongoing operational and maintenance. It is viewed as an asset and is appropriately supported

by the FAA, State, County, owner Cities, and the public.

9. The Airport is supported by a team of well-trained, highly motivated, and appropriately compensated employees who operate in an efficient and consistently exceptional manner.
10. The Airport is engaged with the community and views of stakeholders, local businesses, and government entities are carefully considered and appropriately reflected in Airport operations and planning.

A matrix illustrating how these Strategic Objectives support the four Focus Areas can be found in Appendix B.

## PROJECTS & ACTION ITEMS (2023-2024)

The following prioritized list of Projects & Action Items for 2023-24 is intended to highlight major projects or initiatives of high impact to the Airport. They describe broadly what needs to be done to address the Strategic Objectives previously mentioned. Generally, they each have a specific start and finish point. Some of these projects can be completed in the two-year period of this plan, while others will be continued into the future as defined in future plans or in updates to this plan. In this section, they are briefly described, to include a short statement of WHY they made this “short list.”

In Part II of this Document, these items will be displayed in a Gantt Chart showing their expected timeframe of action, the anticipated level of effort to accomplish them and the Focus Areas and Strategic Objectives they support or relate to. They are listed in the order of their assigned importance at this time. This priority may change at any time in the next two years as circumstances dictate and the Airport Commission approves. **Note: This will be developed as part of the Strategic Action Plan which will be created by the PDSC following the Strategic Planning session with the Airport Commission.**

It must be noted that planning and executing the Projects & Action Items listed here comprise only a portion of the Airport staff's, PDSC's, and Airport Commission's time and focus. A significant amount of Airport staff time and resources are dedicated to the safe, secure, and effective operation of the Airport. Airport operations are performed 365 days per year and must meet federal requirements, as well as adapt to seasonal weather conditions and changes in economic circumstances. Additionally, as experience demonstrates, there are always unanticipated requirements that arise without warning and that must be addressed. Though these other continuing requirements are not specifically listed in this plan, they are important and time consuming in their own right and reduce the time available to address these Projects & Action Items.

1. **Remote Tower** - Continue support for the project and FAA certification. Develop contingency plan(s) to ensure that air traffic control is provided at the Airport in the event that the Remote Tower project is unable to achieve operational viability/certification.

Why did this make the list: The Remote Tower is essential to airspace safety and efficiency and the return of commercial service. It is a new technology and there are few “champions” of this project outside of the Airport and the Colorado Department of Transportation (CDOT) Division of Aeronautics. Thus, we need to continue to educate the local public and government authorities at all levels to assure progress toward certification and continued federal funding support. Air traffic control services have been provided since March of 2020 using a temporary tower, resulting in increased safety and efficiency. Going back to being a non-towered airport is not an option. There is no guarantee that the Remote Tower will be a long-term solution, so alternatives need to be considered.



2. **New Terminal** - Finish the design, ensure financing, engage in the construction, and complete the terminal project by July 2024.

Why did this make the list: The federal funding for this project (\$17 million) has a firm timeline attached. Deadlines must be met, and funding lined up to complete this important project. It also provides a strong incentive for the return of commercial air service, will improve the experience of travelers, and impart a “warm Colorado welcome” to visitors.



3. **Commercial Air Service** - Secure a carrier for sustainable, high quality commercial air service.

*Why did this make the list:* Commercial air service is central to long-term sustainability and success of the Airport. The number of travelers seeking commercial air service continues to grow in our region, as does driving time to Denver International Airport. Commercial service at the Airport would benefit the citizens of our region as well as the local economy in general.

4. **Updated Land Use Plan and Leasing Process** - Develop a comprehensive land use plan that builds off the Airport Layout Plan (ALP) along with an infrastructure plan to encourage development of Airport property. Update policies and procedures for leases of Airport land to eliminate confusion and streamline the approval process.

*Why did this make the list:* Airport Commissioners have expressed the desire for a more detailed land use plan to guide development. The Airport has a relatively new issue of having a lack of shovel-ready land for certain development types, which has been identified as a barrier for new development. Leases for development of Airport property are becoming more frequent, complex, and often contentious. We need to have policies and guidelines that are clear, consistent, fair, and transparent.

5. **Enhance/Increase Airport Staffing Support** - to meet the Strategic Objectives.

*Why did this make the list:* The Airport staff is the absolute key to achieving everything we hope to accomplish. Staff are the backbone with the expertise, relationships, and focus to accomplish our objectives. Right now, they are absolutely “maxed out.” We must approach the Projects and Action items realistically in relation to the resources required and resources available.

6. **Runway 15-33 Widening Design & Construction** - Align resources and advocate for federal and state funding.

*Why did this make the list:* The project to widen runway 15-33 (the Airport’s primary runway) is a top priority in the 2023-24 Airport Capital Improvement Project Plan. Funding sources (federal, state, and local) are in place for this project. This supports the operation of major commercial aircraft and enhances overall safety of Airport operations. It directly supports flight operations by major commercial carriers who are reluctant to operate from narrower runways.

7. **Governance Study** - Assess the effectiveness of the current governance structure, investigate other models, and provide recommendations.

*Why did this make the list:* Joint municipal ownership, as is the case with FNL, is rare. Since 2015, the Airport has been governed by a commission that was established through an intergovernmental agreement. As the Airport evolves into a regional multimodal transportation hub, it is important to evaluate the capabilities and limitations of this structure and to explore how other structures may be more beneficial to the Airport and Cities.

8. **Multimodal Links to Air Transportation Network** - Advocate for procedural and (if necessary) legislative changes to allow Landline/United passengers to complete security screening at FNL rather than at Denver International, thus facilitating direct transfer to departure gates at Denver.

*Why did this make the list:* Landline service to DIA continues to grow. Securing TSA security access at FNL would drastically reduce customers' time to get to their gates and create a more convenient and attractive service.

9. **Community Engagement** – Communicate why the Airport is important, how it benefits the region, and what the long-term vision is. Create more promotional and event opportunities to increase the relevance of the Airport to the region (open houses, aviation days, static aviation displays, fly-ins, holiday themed events).

*Why did this make the list:* The Airport is a publicly owned and operated facility. It supports a wide range of aviation activities and businesses. We should promote public awareness of the Airport and how it impacts work, travel, recreation, education, business of the region.

10. **Technology and Innovation Center** – Engage in partnerships and encourage the development of a new Technology and Innovation Center on or near Airport property.

*Why did this make the list:* Part of the Airport's vision and mission is to act as a catalyst for innovation and education, particularly supporting aviation-related technology and training. A technology and innovation center supports a wide range of community interests and adds value to the region.

11. **Hangar Redevelopment** - Develop a plan for general aviation hangar redevelopment & replacement projects.

*Why did this make the list:* Hangar development and redevelopment are integral to the Airport's 2020 Master Plan. The experience this past year with an unsolicited proposal, followed by the issuance of an RFP for hangar development created consternation among developers and other Airport stakeholders. That experience has signaled a need for a set of procedures to guide redevelopment and build-out of Airport hangars.

## ***PART II:*** ***STRATEGIC ACTION PLAN***

### **PRIORITIZATION CRITERIA**

Not all Projects and Action Items can be of equal priority - primarily due to the limited resources related to staffing, time, and budget.

The following guidelines were used to help identify and prioritize the Strategic Plan’s Strategic Objectives, Projects and Action Items. They are not themselves prioritized.

- Advances the overall vision of the Airport.
- Enhances the economic impact of the Airport to the region.
- Supports the regional mindset that the Airport adds significant value to the community.
- Reflects thoughtful financial and environmental sustainability.

### **PRIORITIES CHART FOR 2023 – 2024**

<b>FNL Projects &amp; Action Items Priority Chart 2023-2024</b>										
Priority	Project/Action Item	Level of Effort	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			2023	2023	2023	2023	2024	2024	2024	2024
1	Remote Tower	L								
2	New Terminal	H								
3	Commercial Air Service	H								
4	Updated Land Use Plan and Leasing Process	H								
5	Enhance/Increase Airport Staffing Support	M								
6	Runway 15-33 Widening Design & Construction	L								
7	Governance Study	M								
8	Local TSA Security Screening	L								
9	Public Relations Strategy	M								
10	Technology and Innovation Center	M								
11	Hangar Redevelopment	H								

### **STRATEGIC ACTION PLAN GANTT CHART**

Note: This will be developed as by the PDSC following the Strategic Planning session with the Airport Commission.

### **KEY PERFORMANCE INDICATORS**

Note: This will be developed as by the PDSC following the Strategic Planning session with the Airport Commission.



# PART III: APPENDICIES

## APPENDIX A: 2023-2024 CAPITAL PROJECTS

### 2023 ACIP Projects




#### 2023

- New Terminal Constructi**  
 Cost: \$18,431,527  
 Funding Sources: Federal – CARES/BIL, State, Local
- Cost: \$666,666  
 Funding Sources: Federal – AIP, State, Local
- Cost: \$20,000  
 Funding Sources: Local
- Cost: \$40,000



#### 2023 Pending Funding Requests

- Pending Funding Sources:  
 \$30,000,000 – ARPA & Aims
- 
- Pending Funding Sources:  
 \$7,000,000 - Federal BIL Airport Terminals Program  
 \$15,000,000 - ARPA

# 2024 ACIP Projects


## 2024

- 1 New Terminal Construction**  
Cost: \$1,111,110  
Funding Sources: Federal – BIL, State, Local
- 2 Runway 15-33 Widening Construction**  
Cost: \$13,854,972  
Funding Sources: Federal – AIP, State, Local
- 3 Taxiway Stearman Upgrades**  
Cost: \$300,000  
Funding Sources: Local



- 4 Fuel Farm Capacity Expansion Environmental & Design**  
Cost: \$250,000  
Funding Sources: State, Local
  - 5 Taxiway B & D Reconstruct**  
Cost: \$600,000  
Funding Sources: Local
  - 6 General Aviation Hangar Area Design & Construction**  
Cost: \$945,000  
Funding Sources: Local
- Broom Truck SRE**  
Cost: \$400,000  
Funding Sources: Local

# APPENDIX B: STRATEGIC OBJECTIVES – FOCUS AREAS MATRIX

 <b>NORTHERN COLORADO REGIONAL AIRPORT</b>		Focus Areas			
		Safe, Secure, & Financially Sustainable Operations	Multi-modal Transportation	Economic Development & Impact	Education, Training, and Innovation
Prioritized Strategic Objectives					
1	Construct commercial transportation support facilities that will attract scheduled airline services, expand multi-modal transportation options, and positively represent the region.				
2	The Airport has exceptional safety and security practices.				
3	The Airport has quality, sustainable, and well-maintained facilities.				
4	The Airport maintains a well-developed land use plan and leasing policy for a range of aviation activities and business opportunities, characterized by capital improvement projects that reflect the Airport vision.				
5	Off-site transportation facilities link seamlessly to the airport and its flight operations, reflecting its status as a multi-modal transportation hub.				
6	The Airport is a catalyst for and supporter of emerging technologies such as sustainable aviation fuel (SAF) and electrification of aircraft, air traffic control alternatives, and Unmanned Aerial Systems (UAS).				
7	The Airport and its immediate environs house and support businesses that provide and complement aviation services; create jobs and economic impact; attract technology, education, and research, and expand workforce skillsets to attract private investment.				
8	The Airport is financially self-sustaining for ongoing operational needs and operates efficiently.				
9	The Airport is supported by a team of well-trained, highly motivated, and appropriately compensated employees who operate in an efficient and consistently exceptional manner.				
10	The views of stakeholders, local businesses, and government entities are carefully considered and appropriately reflected in Airport operations and planning.				
11	The Airport is viewed as an asset and is appropriately supported by the FAA, State, County, owner Cities, and the public.				

## Airport Action Plan for 2023 & 2024

#	Project		Budget & Resources	Staffing Lead & Support	Dependent Projects
1	Remote Tower	Continue moving towards certification by maintaining direct contact with FAA officials & keeping federal and	Staff Time	Jason	
		Develop talking points to support Tower & ID appropriate officials to push them	Staff Time	Jason	
		Support vendor & project team in achieving new visibility criteria	Staff Time	Jason	
		Identify ATC contingencies & opportunities for success	Staff Time	Jason	
		Continue advocating for inclusion in Federal Contract Tower Program	Staff Time	Jason	
		Seek alternate vendor if necessary	Staff Time	Jason	
		Obtain funding and construct physical air traffic control tower	Staff Time	Jason	
2	New Terminal	Finalize budget for phase 2 construction	Staff Time	Jason - Design Team	
		Complete design & permitting	Staff Time	Jason - Design Team	
		Construct building while ensuring federal funding deadlines are met	Staff Time	Jason - Design Team	
		Continue to seek funding for landside components that have been removed from scope (and future phases)	Staff Time	Jason	
		Build a white paper that explains rationale behind this project	Staff Time	Jason	
3	Commercial Air Service	Develop briefing on benefits of commercial air service (and relation to terminal/Remote Tower/Runway)	Staff Time	Jason	1,2,6
		Continue communication with airlines and identify new potential contacts	Staff Time/ Budget	Jason - Consultant	1,2,6
		Hire staff/consultant for air service development	Staff Time/ Budget	Jason	
		Validate market & create a community survey		Consultant	
		Apply for Small Community Air Service Development Grant (SCASDG) with U.S. Department of Transportation	Staff Time	Jason	
		Market Airport to air service providers at key conferences - ACI Jumpstart & Routes Americas	Staff Time/ Budget	Jason - Consultant	
		Solicit political support for commercial service			
4	Updated Land Use Plan and Leasing Policy	Determine who will create plans & policies (committee w/ city staff)	Staff Time	Aaron/ Jason/ Committee	
		Create leasing policy	Staff Time	Aaron/ Jason	
		Develop a leasing policy for non-aeronautical, revenue sharing	Staff Time	Aaron	
		Define highest and best use (balance grant assurance #22 w/ highest and best use)	Staff Time	Aaron	

		Develop land use plan	Staff Time/ Budget	Aaron/ Jason/ Consultant	
		Define "land use" or "zoning" for purposed of on-Airport development	Staff Time	Aaron	
		Align w/ Master Plan Airport Layout Plan (ALP) and aviation activity forecast	Staff Time	Aaron	
		Estimate infrastructure needs, costs, timeline	Staff Time	Aaron	
		Determine approach - publicly provided infrastructure vs. master development	Staff Time	Aaron	
		Develop landside improvement plan	Staff Time/ Budget	Aaron/ Jason/ Consultant	
		Develop longer-range AIA Plan	Staff Time	Aaron	
		Reexamine through-the-fence agreements	Staff Time	Aaron	
<b>5</b>	<b>Enhance/Increase Airport Staffing Support</b>	Complete staffing analysis	Staff Time	Jason/ COL HR	
		Define current needs and available resources	Staff Time	Jason/ COL HR	
		Align support needs with financial sustainability/strategic objectives and present them	Staff Time	Jason/ COL HR	
		Identify and justify required/requested staffing boost & Identify funding required	Staff Time	Jason/ COL HR	
		Recruit & fill approved positions	Staff Time	Jason/ COL HR	
		Work with HR on market compensation study & adjustment	Staff Time	Jason/ COL HR	
<b>6</b>	<b>Runway 15-33 Widening Design &amp; Construction</b>	Communicate w/ FAA & CDOT to ensure importance of project is understood and funding is programmed	Staff Time	Jason	
		Obtain grant funding for design	Staff Time	Jason	
		Complete design	Staff Time/ Budget	Jason/ Consultant	
		Obtain grant funding for Construction (2025 construction)	Staff Time/ Budget	Jason/ Consultant	
<b>7</b>	<b>Governance Study</b>	Form committee with representatives from each city to study issues of concern and approaches		City Managers/ Jason	
		Determine level of scope that a consultant is needed		City Managers	
		Conduct Study	Staff Time/ Budget	Cities' Staff/ Consultant	
		Assess effectiveness of current governance structure	Staff Time/ Budget	Cities' Staff/ Consultant	
		Investigate other structures	Staff Time/ Budget	Cities' Staff/ Consultant	
		Create financial model to compare structures	Staff Time/ Budget	Cities' Staff/ Consultant	
		Provide recommendations	Staff Time/ Budget	City Managers	
<b>8</b>	<b>Multimodal Links</b>	Work with Landline & TSA to determine obstacles	Staff Time	Jason	

	<b>to Air Transportation Network</b>	Develop Talking Points to support this & Identify appropriate officials to push them	Staff Time	Jason/ Landline	
		Obtain TSA support for Airport standard operating procedures	Staff Time	Jason/ DEN/ Landline	
		Advocate for legislative changes on security and enplanement qualifications	Staff Time/ Consultant	Jason/ Landline	
		Link transit services to new terminal (City supported when demand warrants)	Staff Time	Jason	
<b>9</b>	<b>Community Engagement</b>	Form group with representatives from communities/regional entities to study opportunities, obstacles, &	Staff Time	Jason/ Shawn	
		Identify promotional & event opportunities	Staff Time	Shawn	
		Participate in area events to educate the communities	Staff Time	Shawn	
		Create a transportation hub brand for the Airport	Staff Time	Shawn	
		Determine what factors are most impact community engagement or support	Staff Time	Shawn	
<b>10</b>	<b>Technology &amp; Innovation Center</b>	Partner with Aims/other area educational institutions and/or companies to expand on education and training	Staff Time	Jason/ Aaron	
		Clarify roles & responsibilities for support	Staff Time	Aaron	
		Understand needs and expand on site options	Staff Time	Aaron	
		Attempt to determine the level of public support for this facility	Staff Time	Aaron	
<b>11</b>	<b>Hangar Redevelopment</b>	Determine the overall condition of the buildings and identify any potential safety issues	Staff Time/ Consultant	Aaron	
		Develop plan to phase-out existing buildings while facilitating new hangar development to provide options for	Staff Time	Jason/ Aaron	
		Issue new RFP for higher and better use of the area (may be beyond timeframe of action plan)	Staff Time	Aaron	
		Estimate costs and benefit regarding this effort for creating a new site	Staff Time/ Budget	Aaron/ Consultant	



Display Week:

1

TASK	ASSIGNED TO	PROGRESS	START	END	1st Quarter, 2023			2nd Quarter, 2023			3rd Quarter, 2023			4th Quarter, 2023			1st Quarter, 2024			2nd Quarter, 2024			3rd Quarter, 2024			4th Quarter, 2024		
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Apply for Small Community Air Service Development Grant (SCASDG) with USDOT			3/19/23	3/23/23																								
Market Airport to air service providers at key conferences																												
Solicit political support for commercial service																												
<b>Update Land Use Plan and Leasing Policy</b>																												
Determine who will create plans & policies (committee w/ city staff)			date	date																								
Create leasing policy			date	date																								
Develop a leasing policy for non-aeronautical, revenue sharing																												
Define highest and best use (Balance grant assurance #22 w/ highest and best use)																												
Develop land use plan																												
Define "land use" or "zoning" for purposed of on-Airport development			date	date																								
Align w/ Master Plan Airport Layout Plan (ALP) and aviation activity forecast																												
Estimate infrastructure needs, costs, timeline																												
Determine approach - publicly provided infrastructure vs. master development																												
Develop landside improvement plan			date	date																								
Determine longer-range AIA Plan			date	date																								
Reexamine through-the-Fence Agreements																												
<b>Enhance/Increase Airport Staffing Support</b>																												
Complete staffing analysis		50%	#VALUE!	#VALUE!																								
Define current needs and available resources		50%	#VALUE!	#VALUE!																								
Align support needs with finances, & objectives and present them			#VALUE!	#VALUE!																								
Identify and justify required/requested staffing boost & Identify funding required			#VALUE!	#VALUE!																								
Recruit & fill approved positions			#VALUE!	#VALUE!																								



Display Week:

1

TASK	ASSIGNED TO	PROGRESS	START	END	1st Quarter, 2023			2nd Quarter, 2023			3rd Quarter, 2023			4th Quarter, 2023			1st Quarter, 2024			2nd Quarter, 2024			3rd Quarter, 2024			4th Quarter, 2024		
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Work with HR on market compensation study & adjustment																												
<b>Runway 15-33 Widening Design &amp; Construction</b>																												
Communicate w/ FAA & CDOT to ensure funding is programmed			4/3/23	4/8/23																								
Obtain grant funding for design			4/9/23	4/13/23																								
Complete design			4/14/23	4/19/23																								
Obtain grant funding for Construction (2025 construction)			4/20/23	4/24/23																								
<b>Governance Study</b>																												
Form committee with city reps. to study issues of concern and approaches			date	date																								
Determine level of scope that a consultant is needed			date	date																								
Conduct Governance Study			date	date																								
Assess effectiveness of current governance structure																												
Investigate other structures																												
Create financial model to compare structures			date	date																								
Provide recommendations			date	date																								
<b>Multimodal Links to Air Transportation Network</b>																												
Work with Landline & TSA to determine obstacles		50%	#VALUE!	#VALUE!																								
Develop Talking Points to support this & Identify appropriate officials to push them		50%	#VALUE!	#VALUE!																								
Obtain TSA support for Airport standard operating procedures			#VALUE!	#VALUE!																								
Advocate for legislative changes on security and enplanement qualifications			#VALUE!	#VALUE!																								
Link transit services to new terminal (City supported when demand warrants)			#VALUE!	#VALUE!																								
<b>Community Engagement</b>																												
Form appropriate group to study opportunities, obstacles, & approaches			#REF!	#REF!																								

Display Week:

1

TASK	ASSIGNED TO	PROGRESS	START	END	1st Quarter, 2023			2nd Quarter, 2023			3rd Quarter, 2023			4th Quarter, 2023			1st Quarter, 2024			2nd Quarter, 2024			3rd Quarter, 2024			4th Quarter, 2024		
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Identify promotional & event opportunities			#REF!	#REF!																								
Participate in area events to educate the communities																												
Create a transportation hub brand for the Airport			#REF!	#REF!																								
Determine what factors most impact community engagement or support			#REF!	#REF!																								
<b>Technology &amp; Innovation Center</b>																												
Partner with Aims & other entities to expand education and training opportunities			date	date																								
Clarify roles & responsibilities for support			date	date																								
Understand needs and expand on site options			date	date																								
Attempt to determine the level of public support for this facility			date	date																								
<b>Hangar Redevelopment</b>																												
Determine the overall condition of the buildings and identify potential safety issues		50%	#VALUE!	#VALUE!																								
Develop plan to phase-out existing buildings while facilitating new hangar development		50%	#VALUE!	#VALUE!																								
Issue new RFP for higher & better use of the area (beyond action plan timeframe?)			#VALUE!	#VALUE!																								
Estimate costs and benefit regarding this effort for creating a new site			#VALUE!	#VALUE!																								



# NORTHERN COLORADO REGIONAL AIRPORT

4900 Earhart Rd • Loveland, Colorado 80538

(970) 962-2850 • FAX (970) 962-2855 • TDD (970) 962-2620

**ITEM NUMBER:** 3  
**MEETING DATE:** February 22, 2023  
**PREPARED BY:** Aaron Ehle, Airport Planning & Development Specialist

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## **TITLE**

Land Use Plan

## **RECOMMENDED PDSC ACTION**

Provide feedback on the creation of a land use plan for Airport Property

## **SUMMARY**

The Airport Commission has instructed staff and the PDSC to create a land use plan for Airport Property that aligns with the Master Plan but provides additional detail. This plan will accompany a leasing policy that has not yet been created to assist the PDSC and Commission in evaluating and approving development proposals.

- What does a land use plan look like? What are the elements?
  - What is highest and best use?
    - Must be balanced with grant assurance #22 to make Airport property available to all aeronautical users on reasonable terms and without unjust discrimination
    - What types of aeronautical uses?
      - Large vs. small
      - Business vs private
      - Training and education
    - Non-aeronautical uses?
    - Corridors, landscaping, etc.
  - How will infrastructure be built out?
    - Publicly provided vs. master development
      - Cost and revenue implications
  - What is the timeframe of the plan?
  - Who will create this plan?
    - Simple – Airport and City staff
    - Complex – may require a consultant

## **ATTACHMENTS**

Master Plan Airport Layout Plan

Previous Concept Layouts

- Terminal Area
- NE Airport (Site C)
- West Side

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## NORTHERN COLORADO REGIONAL AIRPORT AIRPORT LAYOUT PLAN UPDATE

4800 EARHART RD  
LOVELAND, CO 80538

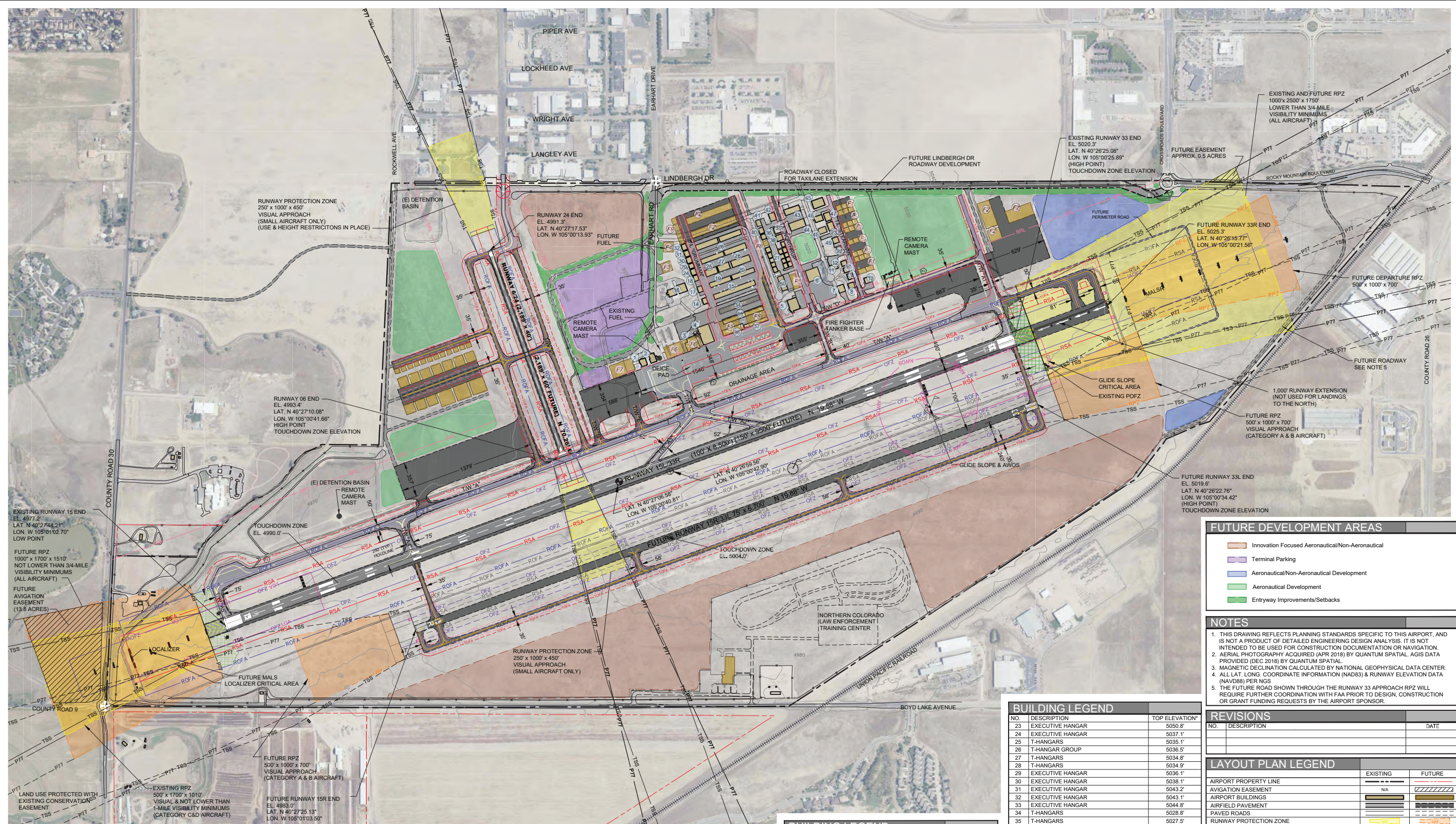
ISSUED

NOT FOR CONSTRUCTION

M&H NO: 3115300-160154.01  
DATE: JUNE 2020  
DESIGNED BY: M&H  
DRAWN BY: JWB  
CHECKED BY: CAL  
DO NOT SCALE DRAWINGS

SHEET CONTENTS  
FUTURE AIRPORT  
LAYOUT PLAN

SHEET NO.



### FUTURE DEVELOPMENT AREAS

<span style="background-color: #f4a460; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Innovation Focused Aeronautical/Non-Aeronautical
<span style="background-color: #9999ff; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Terminal Parking
<span style="background-color: #99ccff; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Aeronautical/Non-Aeronautical Development
<span style="background-color: #99ff99; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Aeronautical Development
<span style="background-color: #99ff99; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Entryway Improvements/Setbacks

### NOTES

- THIS DRAWING REFLECTS PLANNING STANDARDS SPECIFIC TO THIS AIRPORT, AND IS NOT A PRODUCT OF DETAILED ENGINEERING DESIGN ANALYSIS. IT IS NOT INTENDED TO BE USED FOR CONSTRUCTION DOCUMENTATION OR NAVIGATION.
- AERIAL PHOTOGRAPHY ACQUIRED (APR 2018) BY QUANTUM SPATIAL. AGIS DATA PROVIDED (DEC 2018) BY QUANTUM SPATIAL.
- MAGNETIC DECLINATION CALCULATED BY NATIONAL GEOPHYSICAL DATA CENTER (NAD83) PER NAD83.
- ALL LAT. LONG. COORDINATE INFORMATION (NAD83) & RUNWAY ELEVATION DATA (NAD83) PER NAD83.
- THE FUTURE ROAD SHOWN THROUGH THE RUNWAY 33 APPROACH RPZ WILL REQUIRE FURTHER COORDINATION WITH FAA PRIOR TO DESIGN, CONSTRUCTION OR GRANT FUNDING REQUESTS BY THE AIRPORT SPONSOR.

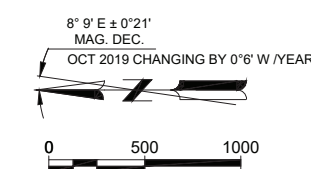
### BUILDING LEGEND

NO.	DESCRIPTION	TOP ELEVATION'
23	EXECUTIVE HANGAR	5050.8'
24	EXECUTIVE HANGAR	5037.1'
25	T-HANGARS	5035.1'
26	T-HANGAR GROUP	5038.5'
27	T-HANGARS	5034.8'
28	T-HANGARS	5034.9'
29	EXECUTIVE HANGAR	5036.1'
30	EXECUTIVE HANGAR	5038.1'
31	EXECUTIVE HANGAR	5043.2'
32	EXECUTIVE HANGAR	5043.1'
33	EXECUTIVE HANGAR	5044.8'
34	T-HANGARS	5028.8'
35	T-HANGARS	5027.5'
36	T-HANGARS	5027.8'
37	T-HANGARS	5030.0'
38	EXECUTIVE HANGAR	5045.0'
39	EXECUTIVE HANGAR	5043.1'
40	EXECUTIVE HANGAR	5045.5'
41	EXECUTIVE HANGAR	5045.5'
42	EXECUTIVE HANGAR	5047.0'
43	EXECUTIVE HANGAR	5053.5'
44	EXECUTIVE HANGAR	5052.4'
45	EXECUTIVE HANGAR	5062.6'
46	EXECUTIVE HANGAR	5055.7'
47	EXECUTIVE HANGAR	5053.4'
48	EXECUTIVE HANGAR	5055.2'
49	EXECUTIVE HANGAR	5050.8'
50	EXECUTIVE HANGAR	5034.0'
F1	FUTURE EXECUTIVE HANGAR	5048.0 EST.
F2	FUTURE T-HANGARS	5036.0 EST.
F3	FUTURE REMOTE TOWER BUILDING	5027.0 EST.
F4	FUTURE FUEL FACILITIES	5027.0 EST.
F5	FUTURE FBO HANGARS	5032.0 EST.
F6	FUTURE FBO HANGARS	5050.0 EST.
F7	FUTURE PASSENGER TERMINAL BUILDING	5016.0 EST.
F8	FUTURE EXECUTIVE HANGAR	5036.0 EST.
F9	FUTURE EXECUTIVE HANGAR	5036.0 EST.

### BUILDING LEGEND

NO.	DESCRIPTION	TOP ELEVATION'
1	PASSENGER TERMINAL BUILDING	5020.7'
2	PASSENGER SECURE HOLD AREA/ TEMPORARY REMOTE TOWER CONTROL CENTER	5021.5'
3	FBO HANGAR	5031.8'
4	FBO HANGAR	5045.5'
5	MAINTENANCE HANGAR	5040.6'
6	HANGAR	5060.1'
7	EXECUTIVE HANGAR	5048.8'
8	EXECUTIVE HANGAR	5048.4'
9	EXECUTIVE HANGAR	5050.3'
10	EXECUTIVE HANGAR	5047.0'
11	EXECUTIVE HANGAR	5049.2'
12	EXECUTIVE HANGAR	5046.7'
13	EXECUTIVE HANGAR	5047.0'
14	EXECUTIVE HANGAR	5040.4'
15	T-HANGARS	5034.0'
16	ARFF, SRE, GARAGE & AIRPORT ADMIN.	5042.6'
17	HANGAR	5035.7'
18	HANGAR	5032.9'
19	T-HANGARS	5034.0'
20	T-HANGARS	5031.3'
21	EXECUTIVE HANGAR GROUP	5036.6'
22	EXECUTIVE HANGAR	5048.4'

\* BUILDING ELEVATIONS FROM AGIS SURVEY DEC 2018.



### FAA APPROVAL

SPONSOR APPROVAL

**Jason R. Licon, Airport Director**

NAME/TITLE

*Jason R. Licon*

SIGNATURE

July 7, 2020

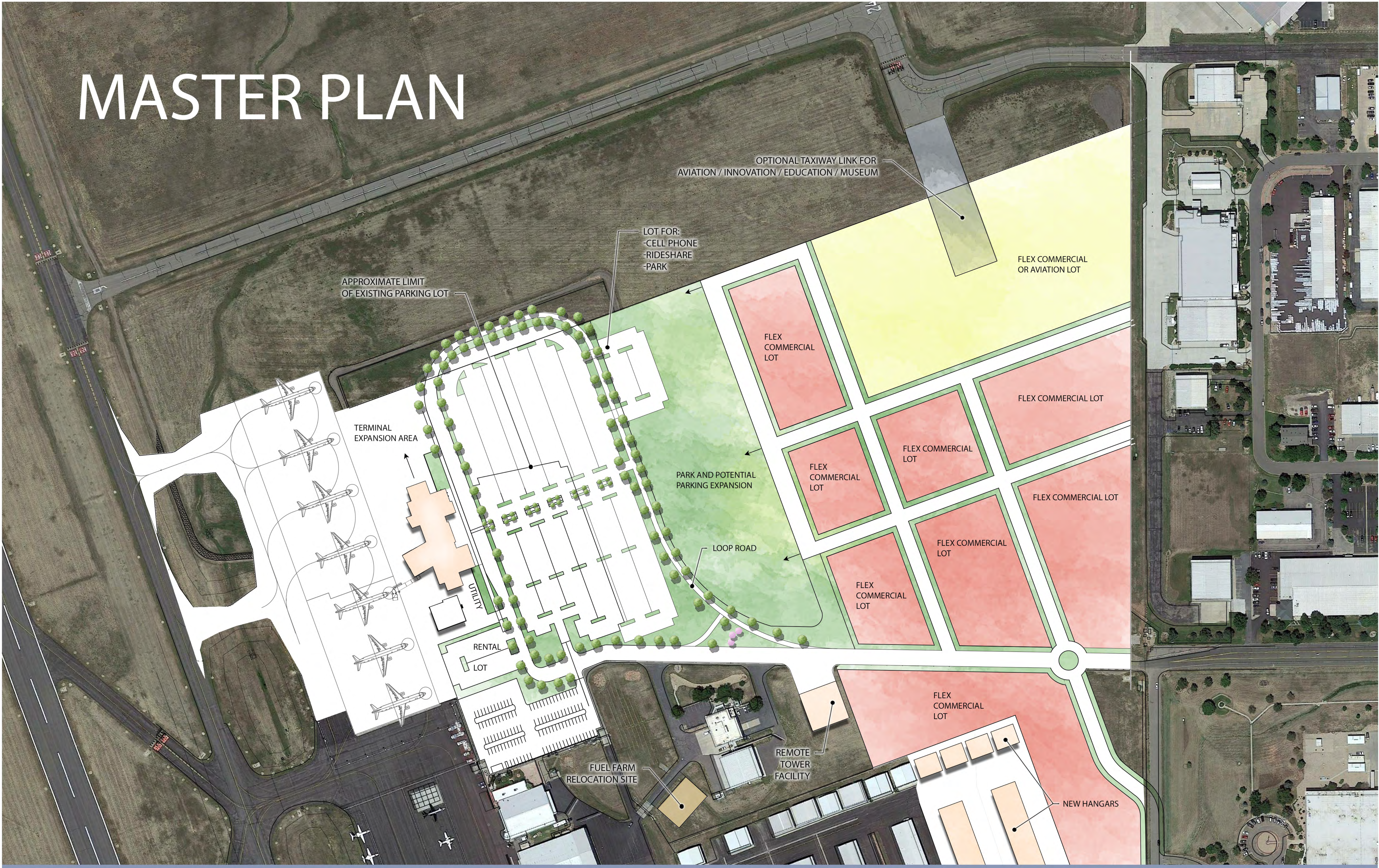
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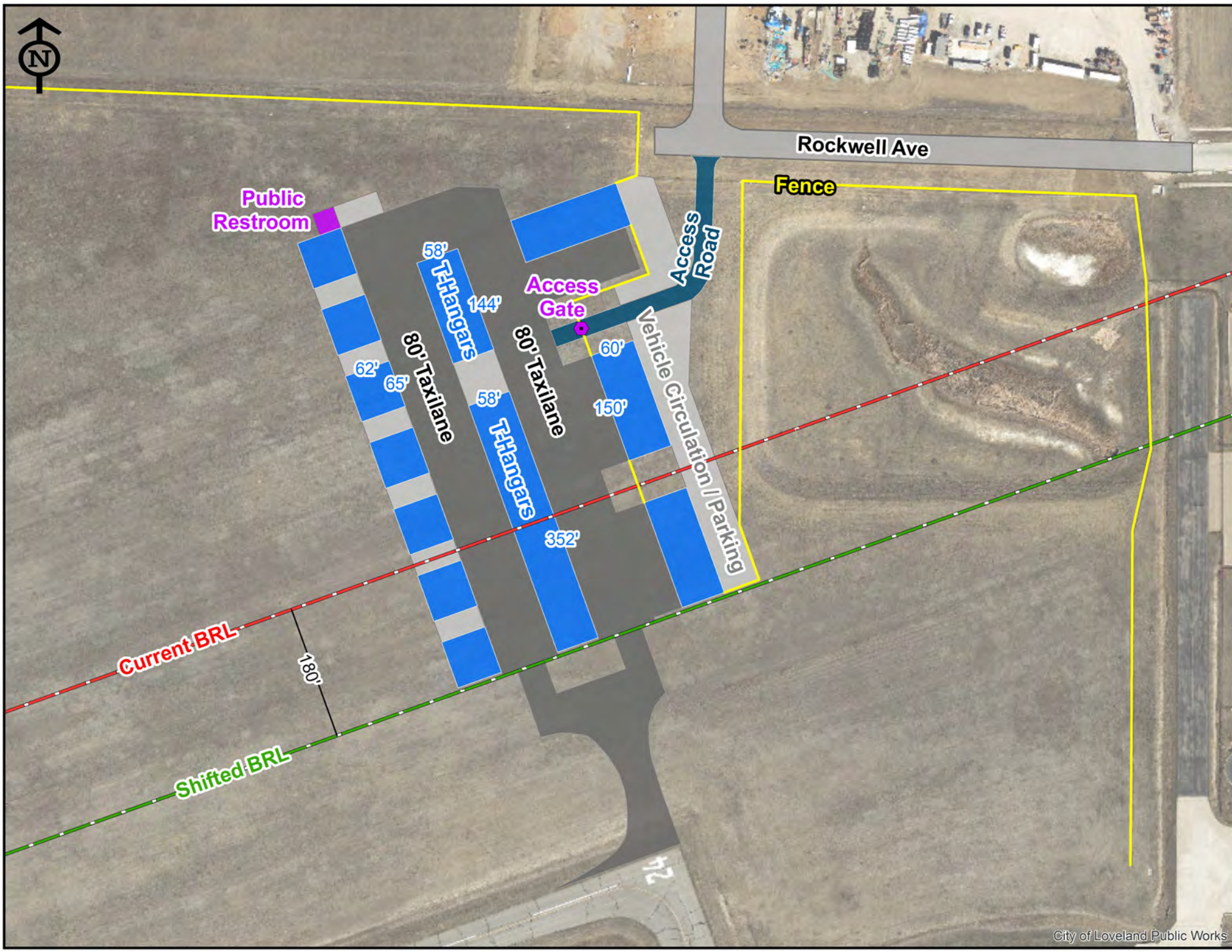
### SURVEY MONUMENTS

ITEM	CONTROL STATION IDENTIFICATION NUMBER	TYPE/PROTECTION	DESCRIPTION
F1	AI 5920	DISK SET IN CONCRETE MONUMENT	N 40°26'34"W 105°00'17" "FNL A"
F2	AI 5921	DISK SET IN CONCRETE MONUMENT	N 40°27'40"W 105°00'54" "FNL B"
F3	AE 3940	PUNCH HOLE, SS ROD W/PVC PIPE & LID	N 40°26'56"W 105°00'31" "FNL C"

\CORP\MEADHUNT.COM\SHARED\FOLDERS\ENR\31153000160154.01\TECH\CAD\AL\PAIRPORT LAYOUT PLAN.DWG  
 6/25/2020 11:12:39 AM

# MASTER PLAN





Public Restroom

Access Gate

Fence

Rockwell Ave

Access Road

Vehicle Circulation / Parking

58' T-Hangers

80' Taxilane

58' T-Hangers

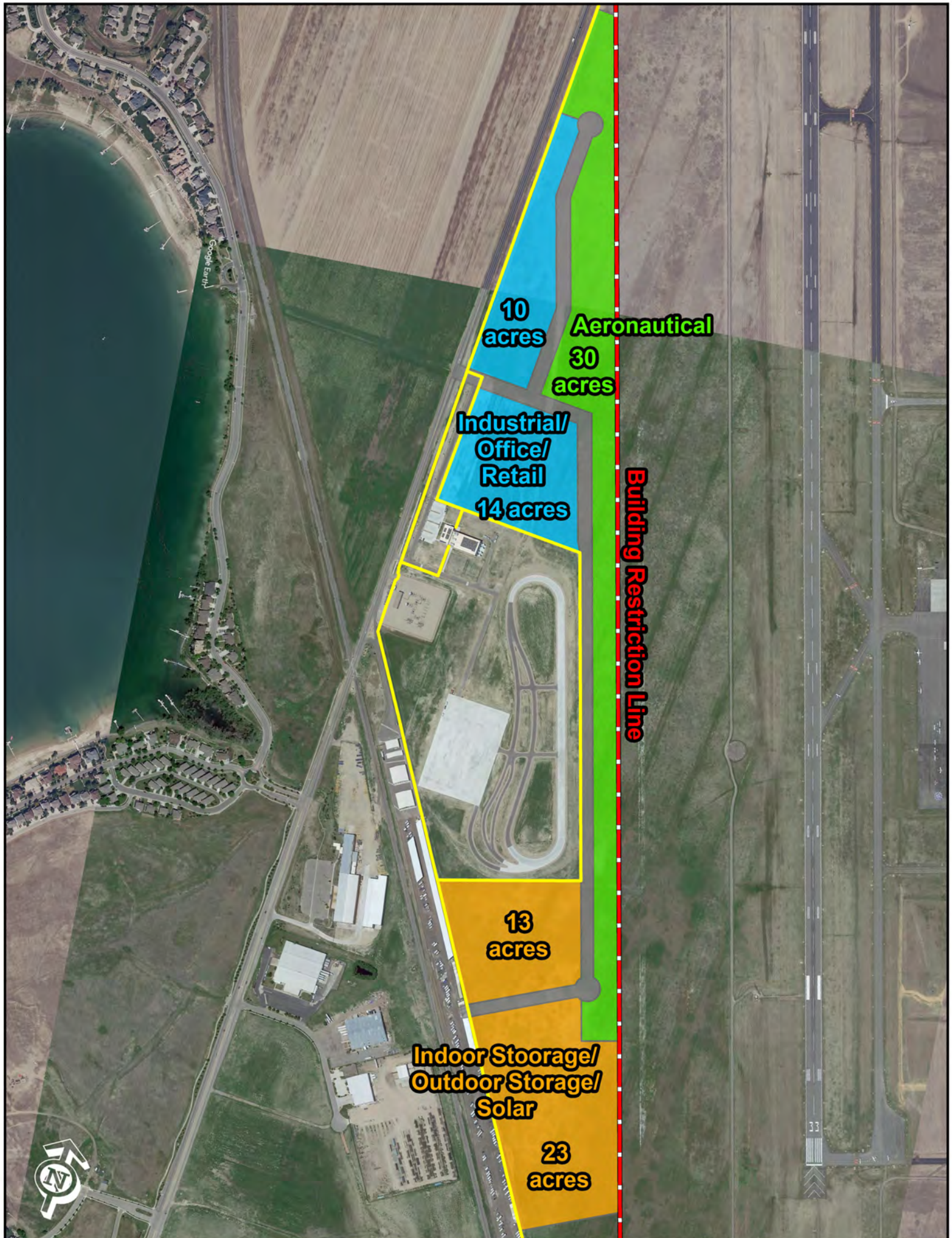
80' Taxilane

Current BRL

Shifted BRL

180'

472



10  
acres

**Aeronautical**  
30  
acres

**Industrial/  
Office/  
Retail**  
14 acres

**Building Restriction Line**

13  
acres

**Indoor Storage/  
Outdoor Storage/  
Solar**

23  
acres

