



# NORTHERN COLORADO REGIONAL AIRPORT COMMISSION

4900 EARHART ROAD • LOVELAND, CO 80538

**SPECIAL MEETING AGENDA  
WORK SESSION  
THURSDAY, FEBRUARY 15, 2024  
12:00PM – 3:15PM**

**PUBLIC ATTENDANCE**

*IN ACCORDANCE WITH COLORADO'S OPEN MEETINGS ACT PUBLIC AUDIENCE MEMBERS MAY ATTEND AND OBSERVE THESE WORK SESSIONS. NO ACTION WILL BE TAKEN THEREFORE PUBLIC COMMENT AND PARTICIPATION WILL NOT BE AVAILABLE.*

**COMMISSION ORGANIZATION – 45 MINUTES**

1. COMMISSION ROLES AND RESPONSIBILITIES TRAINING FOR 2024
2. MEETING DURATION, FREQUENCY, AND CADENCE
3. ANNUAL CONFERENCES
4. 2024 CALENDAR OF EVENTS

**STRATEGIC PLANNING WORK SESSION – 2 HOURS 30 MIN**

5. 2020 MASTER PLAN OVERVIEW
6. 2023-24 STRATEGIC ACTION PLAN OVERVIEW
7. BREAK
8. PROPOSED AMENDMENTS
9. CURRENT PROJECTS
10. CONCLUSION/NEXT STEPS

**MEETING ADJURNMENT/BREAK BEFORE REGULAR COMMISSION MEETING – 15 MINUTES**

All members of the public are invited to attend this meeting in-person at 4900 Earhart Rd.  
Loveland, CO 80538 or observe virtually using the information below:

Join Zoom Meeting: <https://us06web.zoom.us/j/81745121465?pwd=5pPT3wqwwantl9jljsxjaPkMwNNcin.1>

Meeting ID: 817 4512 1465

Passcode: 259087

Dial by your location: +1 719 359 4580 US

Find your local number: <https://us06web.zoom.us/j/kCGGEYWeg>

# Special Meeting Northern Colorado Regional Airport Commission

February 15, 2024  
12:00 pm – 3:15 pm  
Work Session

# 1. Commission Roles and Responsibilities Training for 2024



# Northern Colorado Regional Airport Commission

## *Roles and Responsibilities*

*Laurie Wilson, Senior Assistant City Attorney*

*January 18, 2024*

# Presentation Agenda

Northern  
Colorado  
Regional  
Airport  
Commission

Open  
Meetings &  
Open  
Records

Ethics &  
Conflicts of  
Interest

# NCRA Commission History

- Formed by the Cities of Loveland and Fort Collins through an intergovernmental agreement (IGA) in 2015, as amended in 2016 and 2019
- Delegated certain authority by the Cities for Airport operations, with certain authority reserved to the two City Councils
- Comprised of seven Commission members
  - Two Loveland members (City Councilmembers or Loveland staff) and one Loveland-appointed citizen member
  - Two Fort Collins members (City Councilmembers or Fort Collins staff) and one Fort Collins-appointed citizen member
  - One jointly-appointed citizen member

# Commission Authority

- Enter into Airport agreements (leases, contracts for goods and services)
  - Must be “in a form generally approved by the City Manager and City Attorney for each City”
  - Leases of Airport property must be for an aeronautical or general aviation use for a term not to exceed 50 years
- Authorize Airport activities
- Adopt or revise Airport Rules & Regulations and Minimum Standards
- Budget matters (adopt the Airport budget . . .)

# Commission Authority *cont'd*

- Expending Airport funds
- Establishing Airport rates, fees and charges annually
- Establish Airport service levels
- Airport operating plan
- Direct the Airport Director
- Sign certain grant agreements if permitted by the grantor
  - Cannot exceed \$300,000 from appropriated funds
- Make recommendations to the City Councils regarding Airport policy issues





# **Authority Reserved to the Cities**

## ***Policy Matters***

- Adoption of the Airport Master Plan
- Approval of all other grant agreements
- Approval and execution of grant assurances
- Purchase and sale of real property and structures
- Construction of certain capital projects
- Approval of Airport budget
- Approval of Cities' contributions and appropriation of Airport budget

# Open Meetings

- Why must the Commission hold open meetings?
  - Commission Bylaws
  - C.R.S. 24-6-402(1) – “local public body”
- What is a “meeting?”
  - Any gathering of three or more Commissioners at which public business is discussed or at which any formal action may be taken (C.R.S. 24-6-402)
  - Includes gatherings in person, by telephone, electronically or by other means of communication
  - Includes meetings of subcommittees

# Open Meetings Cont'd

- What is NOT a “meeting?”
  - Communications which do not relate to or discuss any public business (i.e. Commissioner’s vacation)
  - Chance meeting or social gathering of Commissioners at which discussion of public business is not the central purpose
- All “meetings,” except for those held in a legally convened executive session, must be open to the public
  - Held only after full and timely notice to the public, posted 24 hours in advance with agenda
- Commission decisions require the presence of a quorum (4 members) with one representative from each City present

# Open Meetings *Cont'd*

## *Executive Sessions*

- Executive sessions may be held:
  - Only at a regular or special meeting of the Commission
  - Only with a vote of 2/3 of the quorum present
  - Only to consider certain matters
- Process
  - Vote to go into executive session with announcement of the topic of executive session and citing legal authority for the executive session
  - Executive session held and recorded (except for attorney-client privileged portion)
  - Reconvene in open session for any decision

# Open Meetings *Cont'd*

## *Executive Sessions*

- In an executive session, the Commission may:
  - Receive legal advice and information, ask questions, generally discuss the matter being considered, and instruct negotiators
  - NOT decide any matter or take any formal action
- Consider the following matters:
  - Real estate purchases, sales or leases
  - To receive legal advice
  - Matters required to be kept confidential
  - Security arrangements or investigations
  - Matters subject to negotiation
  - Personnel matters
  - Discussion of documents protected by Colorado Open Records Act



# Open Meetings *Cont'd*

## *Executive Sessions*

- Decisions
  - If a decision needs to be made based on the discussion in executive session, the decision must be made in an open meeting with an explanation of the reasoning of the decision
- Commissioners cannot disclose information gained from executive session

# Open Records

- Colorado Open Records Act (CORA) governs the disclosure of “public records”
- Various records regarding public business may be subject to disclosure, even if they are located on a personal device or email account

# Ethics and Conflicts of Interest

- Commission Bylaws (Section 8) – “A Commission Member who has a **personal interest** in a matter before the Commission shall disqualify himself or herself from considering, discussing or voting on the matter . . .”
- City Charters, Codes and Regulations – City officials and employees may be subject to any ethics and conflicts of interest provisions of their respective cities
- State Statutes (C.R.S. 24-18-101 *et seq.*)



# Ethics and Conflicts of Interest *Cont'd*

## *State Law*

- C.R.S. § 24-18-108.5(2): "A member of a board, commission, council or committee who receives no compensation other than a per diem allowance or necessary and reasonable expenses shall not perform an official act which may have a direct economic benefit on a business or other undertaking in which such member has a direct or substantial financial interest."
- C.R.S. § 24-18-110: A member of the Commission "may, prior to acting in a manner which may impinge on his fiduciary duty and the public trust, disclose the nature of his private interest."
- **Commission Bylaws are stricter than state statute, and should be followed**



Questions?

## 2. Meeting Duration, Frequency, and Cadence

- 3. Annual Conferences
- 4. 2024 Calendar of Events

## ANNUAL CALENDAR OUTLINE FOR THE AIRPORT COMMISSION

2024

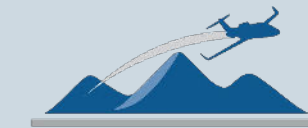
January							February							March							April							
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	
	1	2	3	4	5	6					1	2	3							1	2		1	2	3	4	5	6
																					NWAAAE Regional Conference 4/2 - 4/4 in Bellevue, WA							
7	8	9	10	11	12	13	4	5	6	7	8	9	10	3	4	5	6	7	8	9	7	8	9	10	11	12	13	
																					Corado Aeronautical Board General Meeting 4/18 2 PM. Watckins, CO							
14	15	16	17	18	19	20	11	12	13	14	15	16	17	10	11	12	13	14	15	16	14	15	16	17	18	19	20	
							Strategic Plan Work Session														Initial Budget Review for 2025 Initial Rates/Fees Review for 2025 Land Use & Leasing Policy Implementation Update							
21	22	23	24	25	26	27	18	19	20	21	22	23	24	17	18	19	20	21	22	23	21	22	23	24	25	26	27	
28	29	30	31				25	26	27	28	29			24	25	26	27	28	29	30	28	29	30	AAAE National Conference & Expo 4/28 - 5/1 in Nashville, TN				
														31														
May							June							July							August							
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	
			1	2	3	4							1												1	2	3	
AAAE National Conference & Expo 4/28 - 5/1 in Nashville, TN																												
5	6	7	8	9	10	11	2	3	4	5	6	7	8	7	8	9	10	11	12	13	4	5	6	7	8	9	10	
							CAOA Spring Conference Vail, CO CAB General Meeting @ Conference																					
12	13	14	15	16	17	18	9	10	11	12	13	14	15	14	15	16	17	18	19	20	11	12	13	14	15	16	17	
Final Budget Review for 2025 Final Rates/Fees Review for 2025																												
19	20	21	22	23	24	25	16	17	18	19	20	21	22	21	22	23	24	25	26	27	18	19	20	21	22	23	24	
							CML Annual Conference 6/18 - 6/21 in Loveland, CO														CAB General Meeting 8/21 Watkins, CO							
26	27	28	29	30	31		23	24	25	26	27	28	29	28	29	30	31				25	26	27	28	29	30	31	
							30																					
September							October							November							December							
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	
1	2	3	4	5	6	7			1	2	3	4	5							1	2	1	2	3	4	5	6	7
8	9	10	11	12	13	14	6	7	8	9	10	11	12	3	4	5	6	7	8	9	8	9	10	11	12	13	14	
							CAB General Meeting 10/9 Gunnison, CO														CAB General Meeting 12/11 Watkins, CO							
15	16	17	18	19	20	21	13	14	15	16	17	18	19	10	11	12	13	14	15	16	15	16	17	18	19	20	21	
CIP Initial Review																					EOY Review Election of Commission Officers Commissioner Roles/Responsibilities Training							
22	23	24	25	26	27	28	20	21	22	23	24	25	26	17	18	19	20	21	22	23	22	23	24	25	26	27	28	
														CIP Review as Finalized with the FAA														
29	30						27	28	29	30	31			24	25	26	27	28	29	30	29	30	31					

## 5. 2020 Master Plan Overview

# Airport Commission Meeting

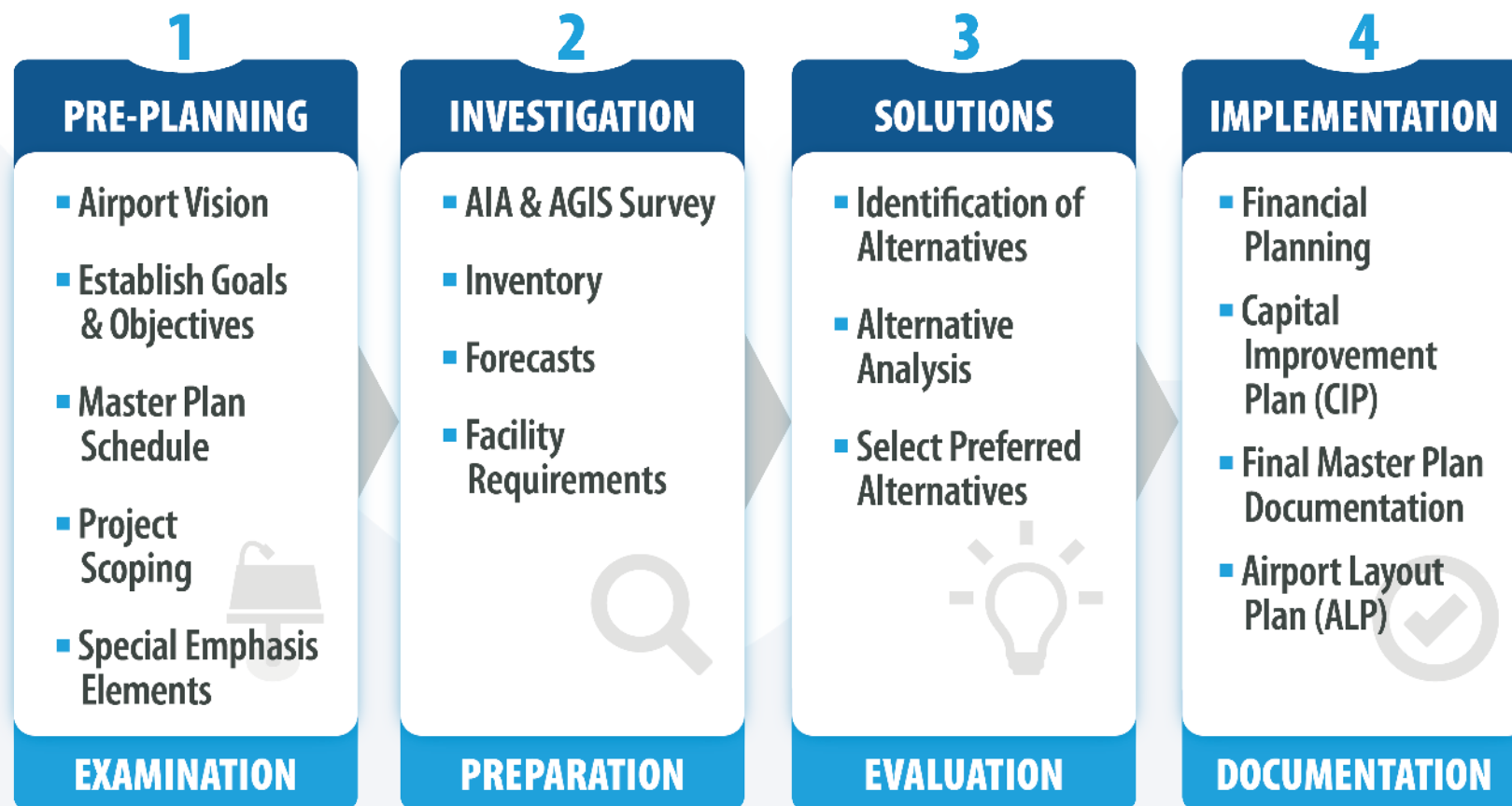
# MASTER PLAN<sup>STUDY</sup>

February 15, 2024



Northern Colorado  
Regional Airport

## MASTER PLAN PROCESS



PDSC MEETING ■  
PUBLIC OPEN HOUSE ■

P U B L I C O U T R E A C H



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# Public Outreach Meetings

1. Master Plan Introduction  
(May 2019)
2. Master Plan Recommendations  
(September 2019)
3. Master Plan Draft – Virtual via Zoom  
(August 2020)

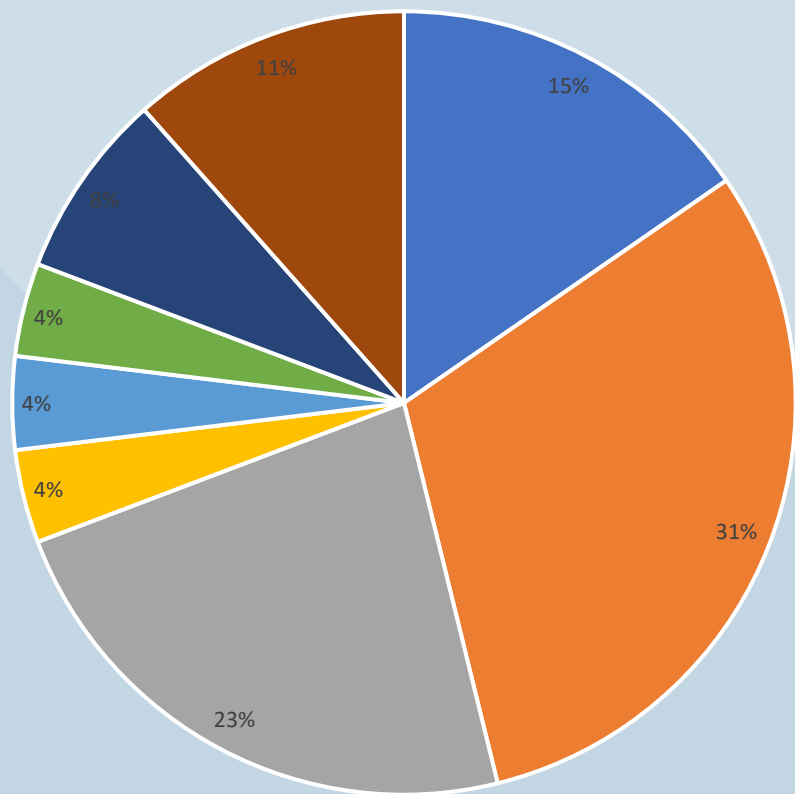
## We want to hear from you!

- ➔ Master Plan Website:  
<https://www.flynoco.com/mpu/>
  - Updated FAQ
  - Draft Final Report and Individual Chapters
  - Project updates
  - Open House presentation materials
  - Submit comments
- ➔ Follow the Airport on Social Media for Updates  
    
- ➔ Contact the Airport Directly
  - [airportmasterplan@cityofloveland.org](mailto:airportmasterplan@cityofloveland.org)



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# Public Comment Topics



- Noise
- Airline Service
- Terminal
- Airport Access
- Remote Tower
- Airfield Improvements
- Landside Improvements
- Other

NOISE



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INVENTORY & FORECASTS

# MASTER PLAN

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# Inventory

- ➔ Existing Airport Layout
  - Airside
  - Landside
- ➔ Existing Terminal
- ➔ Support Facilities & Equipment
- ➔ Airport Access
- ➔ Airspace
- ➔ Emergency Response
- ➔ Utilities
- ➔ Airport Environs
- ➔ Land Use & Zoning
- ➔ Environmental Condition Baseline



# Commercial Operations Forecasts

Year	Air Carrier Enplanements Forecast	Average # of Seats/Departure	BLF	Departures	Air Carrier Operations <sup>2</sup>
2018 <sup>1,3</sup>	3,388	177	77%	25	50
2023	48,431	177	93%	295	590
2028	56,829	177	93%	346	692
2033	66,684	177	93%	406	812
2038	78,248	177	93%	477	954

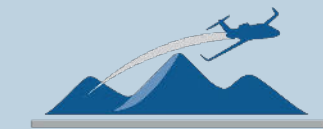
Source: Mead & Hunt.

## Notes:

1. 2018 enplanements and operational data sourced from the 2018 FAA TAF.
2. Operations = Departures x 2.
3. 2018 air carrier operations data sourced from the 2018 FAA TAF.

# Forecasts Summary

Aviation Activity	2018	2023	2028	2033	2038
<b>OPERATIONS</b>					
Commercial Service	50	590	692	812	954
General Aviation	94,650	108,504	118,452	129,313	141,170
Single Engine Piston	63,298	72,372	79,008	86,252	94,160
Multi-Engine Piston	28,470	32,009	34,351	36,854	39,528
Turboprop	285	597	948	1,358	1,835
Business Jet	2,847	3,526	4,146	4,849	5,647
Military	200	200	200	200	200
<b>TOTAL OPERATIONS</b>	<b>94,900</b>	<b>109,294</b>	<b>119,344</b>	<b>130,325</b>	<b>142,324</b>
Local Operations	35,208	43,280	50,244	58,125	67,034
Itinerant Operations	59,692	66,013	69,100	72,200	75,289
<b>PASSENGER ENPLANEMENTS</b>					
Enplanements	3,388	48,431	56,829	66,684	78,248
<b>BASED AIRCRAFT BY TYPE</b>					
Single Engine Piston	216	230	241	253	265
Multi-Engine Piston	16	16	16	16	16
Glider/Ultra-Light	2	3	4	5	6
Business Jet	9	11	13	15	17
Helicopter	13	15	17	19	21
<b>TOTAL BASED AIRCRAFT</b>	<b>256</b>	<b>275</b>	<b>291</b>	<b>308</b>	<b>325</b>



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FACILITY REQUIREMENTS

# MASTER PLAN

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# Critical Aircraft

- **FAA Definition of Critical (Design) Aircraft:**
  - The most demanding aircraft (or family of aircraft) with at least 500 annual operations that operates, or is expected to operate, at the Airport.
- **Runway 15/33 Critical Aircraft**
  - C/D-III, A319/A320 + business jet fleet
- **Runway 6/24 Critical Aircraft**
  - B-I Small, family of single engine piston-driven general aviation aircraft

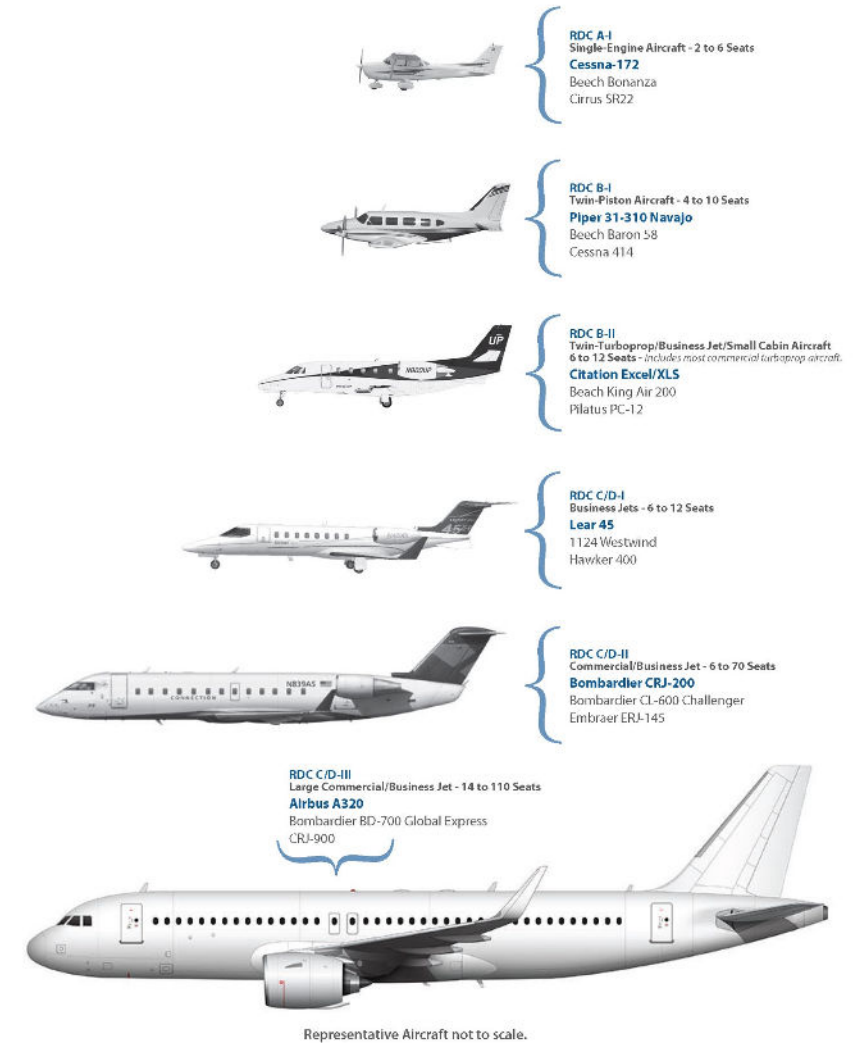


FIGURE 4-1  
Representative Aircraft by Runway Design Code (RDC)



# Design Standards

- FAA has updated design standards since last master plan
- Runway and taxiway design standards are based on the Critical Aircraft
- Runway 15/33
  - RDC C/D-III design standards
- Runway 6/24
  - RDC B-I Small design standards

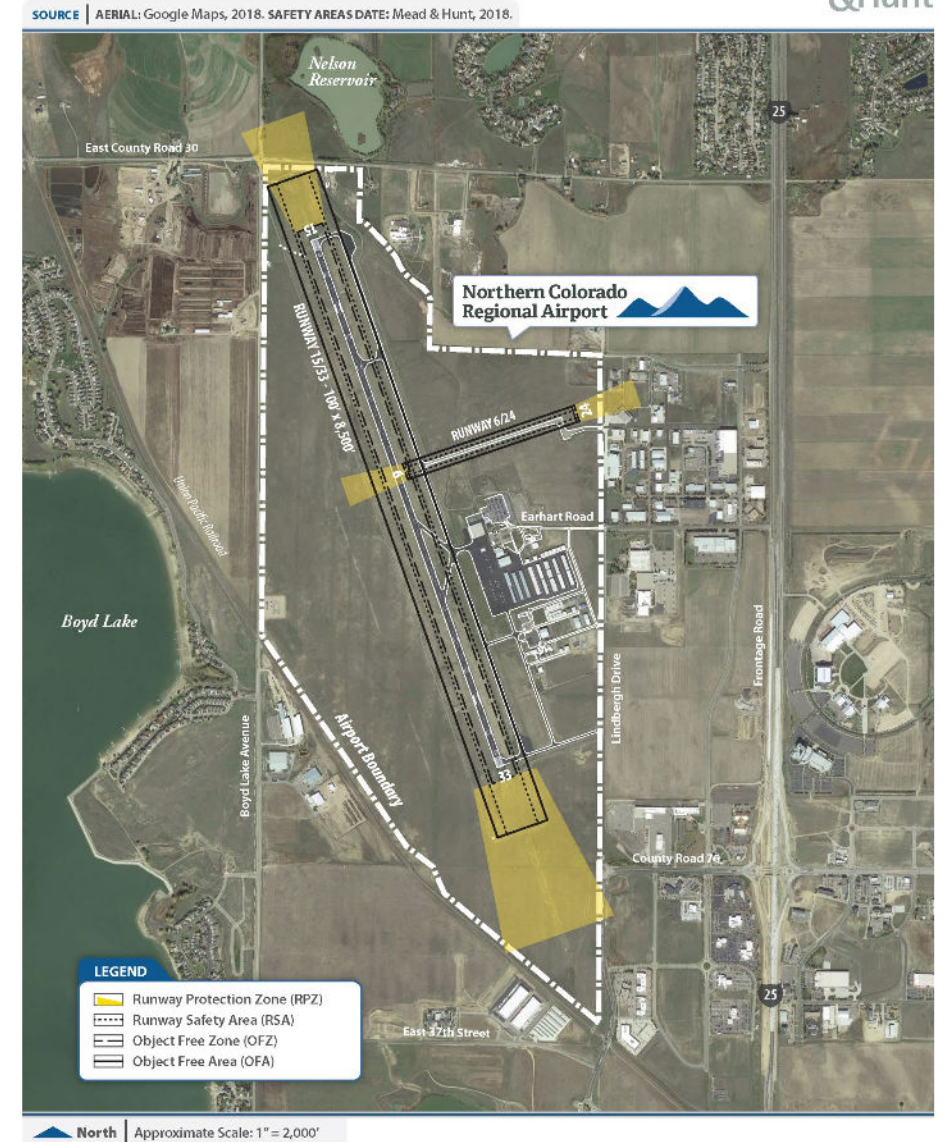


FIGURE 4-0 Airfield Design Surfaces





# Airfield Capacity Analysis

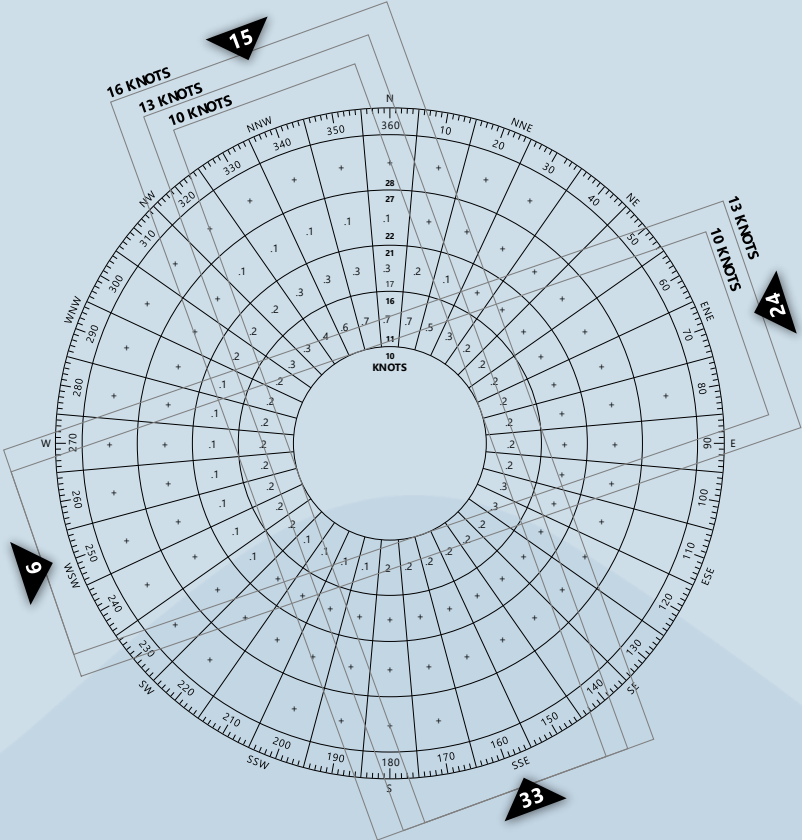
- Annual Service Volume (ASV) = 205,000 Operations
  - Forecasts indicate the NOCO will reach:
    - 46% of ASV in 2018
    - 69% of ASV in 2038
  - FAA recommends planning for a parallel runway when ASV reaches 60%
- Parallel Runway ASV = 260,000 Operations

# Wind Analysis

- FAA 95% Coverage Requirement for Crosswind Runways

**SOURCE:** Wind analysis tabulation provided by Mead & Hunt utilizing the FAA Airport Design Tools, Wind Analysis. Wind data obtained from AWOS Station 724769, Fort Collins Loveland. Period of Record: 2008-2017.

**NOTES:** Runway 15/33 true bearing is 160 degrees. Runway 6/24 true bearing is 71 degrees. Wind data period of record is 2008 to 2017. All Weather observations – 233,128. A 60-knot tailwind component was used for bidirectional runway wind analysis.



All Weather Wind Coverage Summary

Runway	10.5 knots	13 knots	16 knots
<i>All Weather</i>			
Runway 15/33	95.24%	97.26%	98.93%
Runway 6/24	91.57%	N/A	N/A
Combined	98.95%	99.68%	99.93%



NOCO

# Landside Facility Requirements

## → General Aviation

- Hangar space to accommodate 70 additional based aircraft over 20 years.
- Additional apron space for transient aircraft tie-downs

## → Non-aeronautical development

- Demand for up to 100 acres of non-aeronautical development

## → Remote Tower Control Building

- Plan for future permanent building

## → Circulation and Access

- Widen Earhart Rd. from Lindbergh Drive to commercial terminal parking lot. Consider future loop road around terminal parking.

## → Vehicle Parking

- Plan to double current terminal parking lot size

CON

# Passenger Terminal Facility Requirements

## ✈ Terminal Program

### Design Aircraft:

- Airbus A320, 177 seats

## ✈ Departure & Arrival Demand Profiles

- 85% design load factor (industry standard)
- 150 peak hour passengers

## ✈ Terminal Square Footage Recommendation

- 30,500 square feet
- Accommodate 2 gates/2 air carriers

Terminal Demand Profiles and Program Summary		Future Terminal (2022)
<i>Departure &amp; Arrivals Demand Profiles</i>		
Design Aircraft		A320
Design Aircraft Seats		177
Peak Hour Design Load Factor		85%
Peak Hour Originating Passengers (PHOP)		150
Peak Ten-Minute Percent of Originating Passengers		20%
Peak Ten-Minute Originating Passengers		30
Peak Hour Terminating Passengers (PHTP)		150
Peak Hour Terminating Passengers w/Bags Percent		78%
Peak Hour Terminating Passengers w/Bags		117
Peak Twenty Minute Terminating Passengers w/Bags		117
Peak Twenty Minute Terminating Passengers w/Bags Percent		100%



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# ALTERNATIVES MASTER PLAN

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# Alternatives Goals

- Provide direction for future airport development
- Facilitate strategic plan goals
- Facilitate center for innovation
- Encourage private and public investment and compatible land use
- Enhance fiscal self-sufficiency
- Consider aircraft operational requirements
- Consider emerging technology such as electric aircraft
- Maximize airport access and approach capabilities
- Plan for environmental compatibility



Hangar construction at FNL in 2018



# Alternatives Assumptions

- **ASSUMPTION 1:** Recommended improvements must comply with local, state, and federal regulations.
- **ASSUMPTION 2:** Role of the Airport and return of commercial service.
- **ASSUMPTION 3:** Airfield design aircraft.
- **ASSUMPTION 4:** Runway approach, length and width requirements.
- **ASSUMPTION 5:** Efficient and targeted development.
- **ASSUMPTION 6:** Continued use of Runway 6/24.
- **ASSUMPTION 7:** Air carrier passenger terminal requirements.
- **ASSUMPTION 8:** Remote tower requirements.



*Remote tower camera mast aerial view (Source: CDOT)*



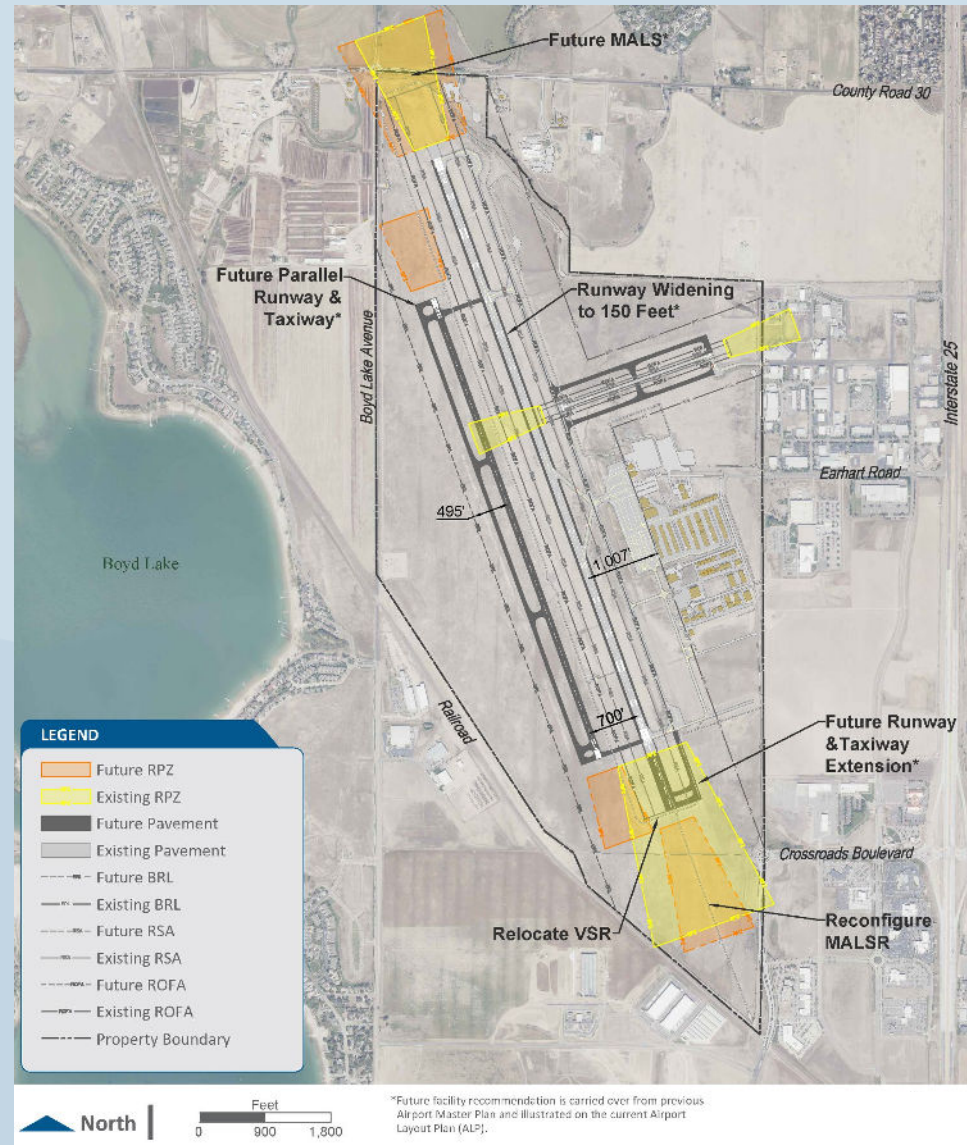
*View of Runway 6/24*

# Airfield Recommendations

- No significant changes required to existing or planned airfield configuration
- Airfield Recommendations Summary

Airfield Facility	Required Improvement
Runway 15/33	<ul style="list-style-type: none"> <li>Widen to 150'*</li> <li>1,000' takeoff only extension to the south*</li> <li>Extend taxiway A in association with Runway extension*</li> <li>Relocate Runway 33 departure RPZ</li> </ul>
Parallel Runway 15R/33L	<ul style="list-style-type: none"> <li>Plan for future parallel runway *</li> <li>Plan for bypass taxiways at 15R and 33L Runway ends*</li> </ul>
Runway 6/24	<ul style="list-style-type: none"> <li>Plan for parallel taxiways to TDG 2 standards*</li> </ul>
Taxiway System	<ul style="list-style-type: none"> <li>Update fillets to meet current design standards</li> </ul>
Airfield Visual Aids	<ul style="list-style-type: none"> <li>Install MALS at Runway end 15L*</li> </ul>

\* 2007 Master Plan Recommendation





Northern Colorado  
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CDP & IMPLEMENTATION

# MASTER PLAN

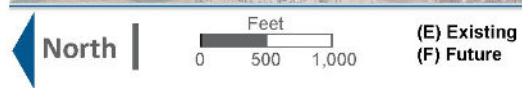
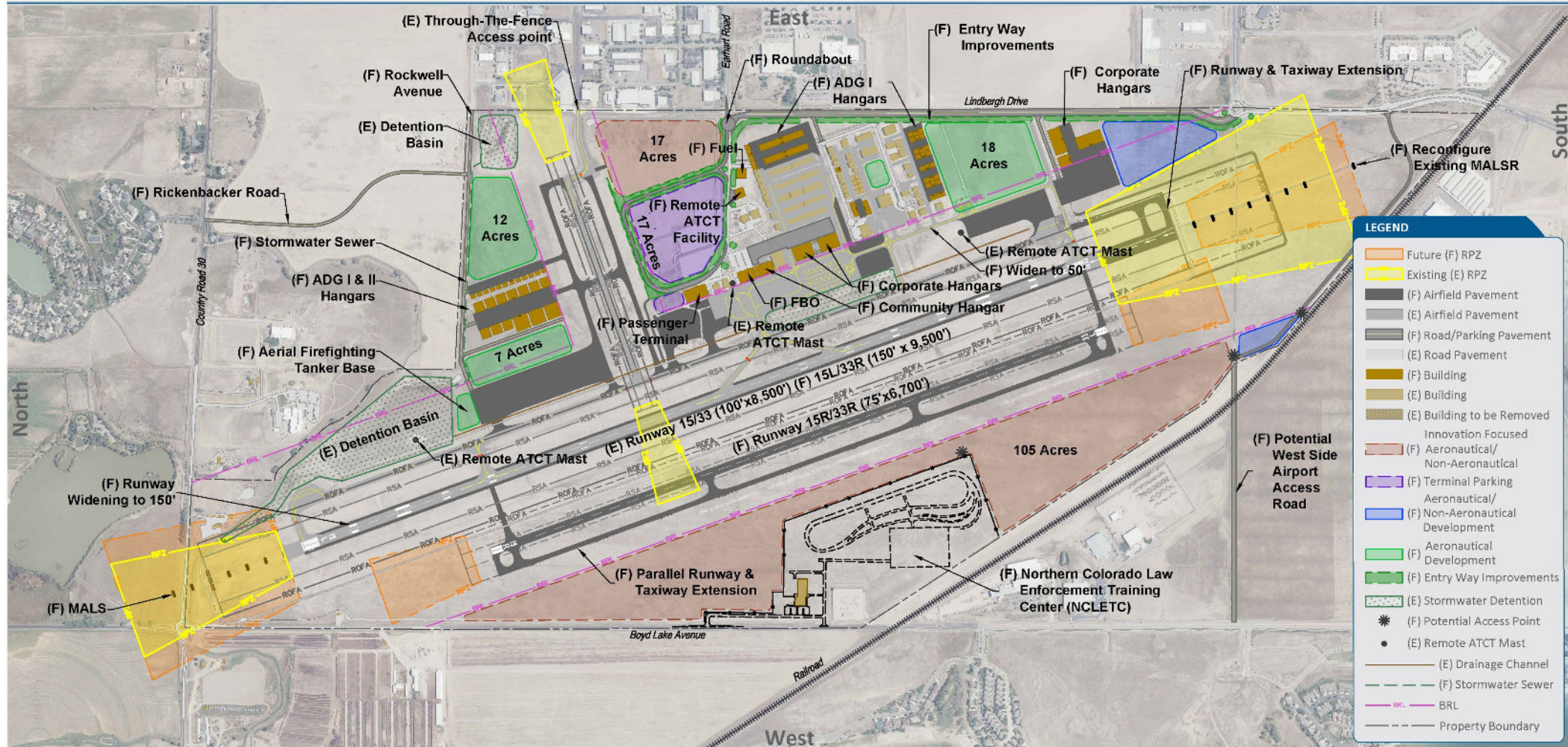
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Conceptual Development  
Figure 5-13 Plan (CDP)

# Implementation: Sources and Uses of Capital Funding

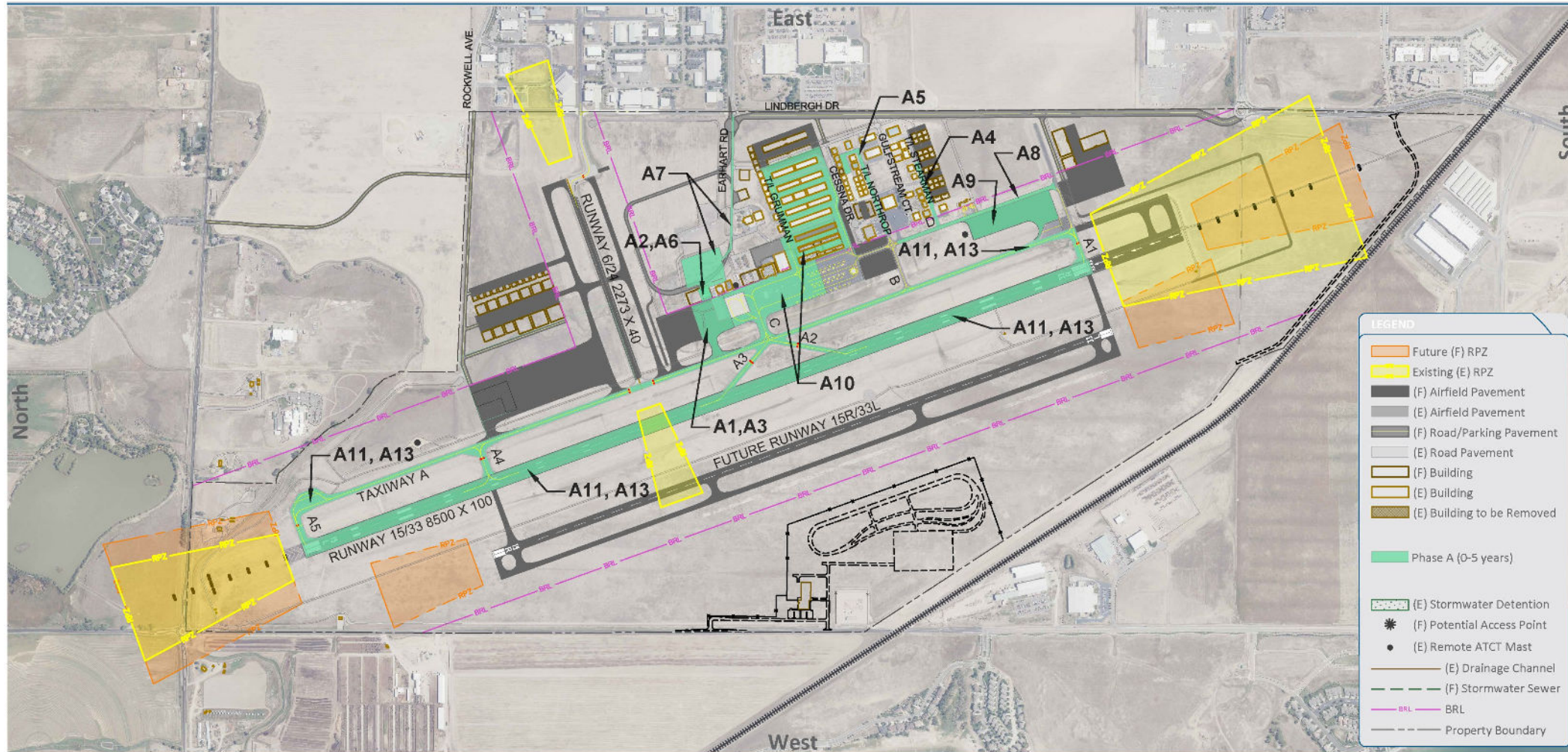
Sources of Capital Funding	Short-Term (2020-2024)	Mid-Term (2025-2029)	Long-Term (2030-2039)	Totals
AIP Entitlement Grants	\$4,835,000	\$4,944,318	\$11,016,660	\$20,795,979
AIP Discretionary Grants	13,757,157	5,506,538	42,522,265	61,785,960
CARES Act Capital Funds	14,899,719	0	0	14,899,719
CDOT Aviation Grants	1,084,357	1,747,270	2,458,186	5,289,812
Passenger Facility Charges - Pay Go	0	1,309,711	118,524	1,428,235
Passenger Facility Charges - Debt	497,802	797,270	2,340,753	3,635,824
Private 3 <sup>rd</sup> Party Funding	5,809,273	24,007,138	6,933,405	36,749,816
Cash Reserves/Net Ops Cash Flow	2,053,010	166,145	0	2,219,154
<b>Total Anticipated Sources of Capital Funding</b>	<b>42,936,317</b>	<b>38,478,388</b>	<b>65,389,793</b>	<b>146,804,499</b>
Funding Shortfall	0	40,435,988	42,722,248	83,158,236
<b>Total Required Sources of Capital Funding</b>	<b>\$42,936,317</b>	<b>\$78,914,376</b>	<b>\$108,112,041</b>	<b>\$229,962,735</b>

Uses of Capital Funding	Short-Term (2020-2024)	Mid-Term (2025-2029)	Long-Term (2030-2039)	Totals
Runway/Taxiway Improvements	\$17,685,838	\$13,261,484	\$55,103,574	\$86,050,896
Aircraft Apron Improvements	9,285,571	5,929,294	16,270,180	31,485,045
Terminal Building and Expansion	13,200,000	11,128,575	118,524	24,447,099
Roadways, Parking and Related Landside Improvements	2,000,000	17,058,351	16,712,906	35,771,257
General Aviation Private Facility Improvements	0	20,071,541	5,265,277	25,336,818
SRE Equipment	764,909	2,103,084	3,399,503	6,267,496
ARFF Equipment	0	172,182	1,075,192	1,247,374
Other Improvements	0	9,189,864	10,166,886	19,356,750
<b>Total Project Costs</b>	<b>\$42,936,317</b>	<b>\$78,914,376</b>	<b>\$108,112,041</b>	<b>\$229,962,735</b>

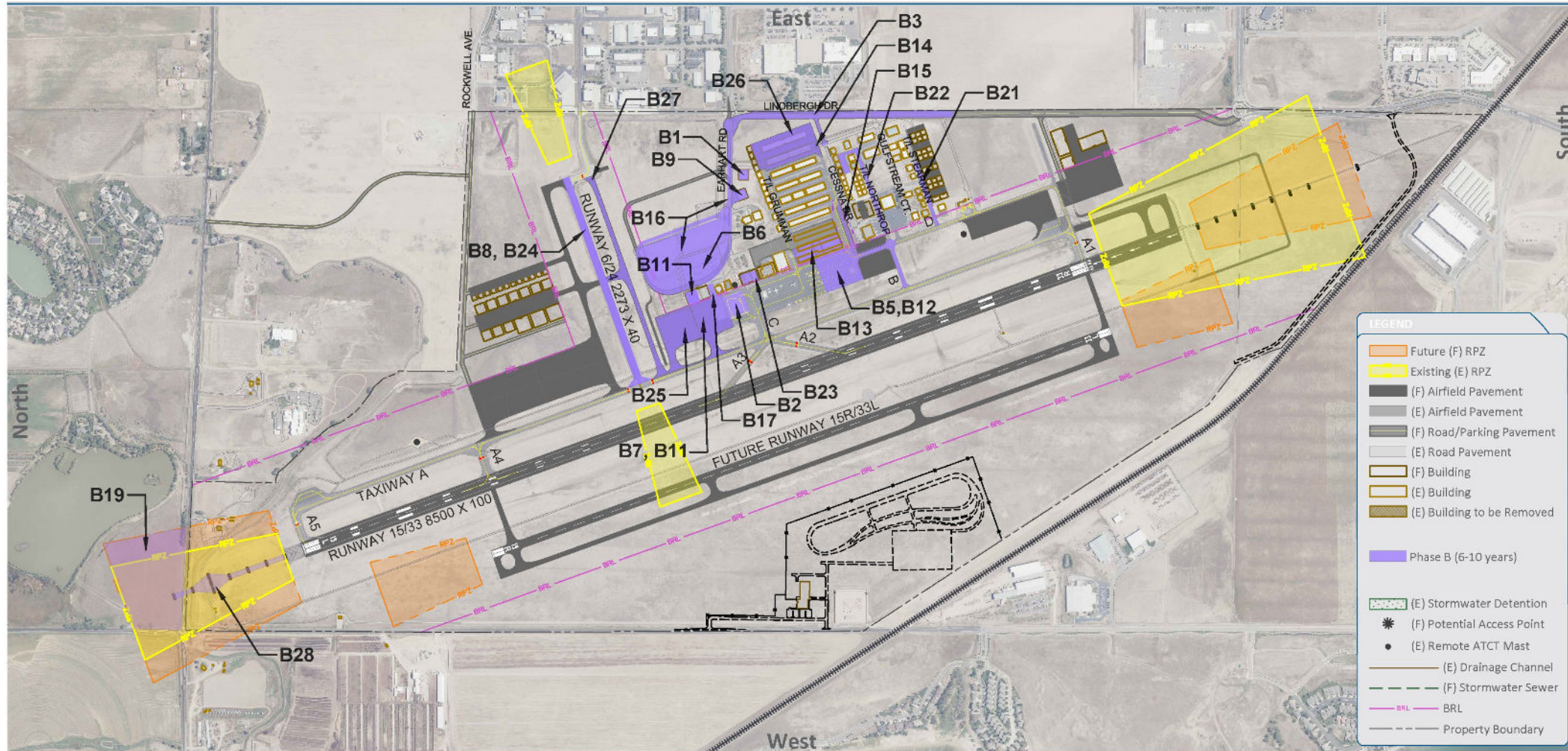
Note: Addition errors are due to rounding of calculated amounts

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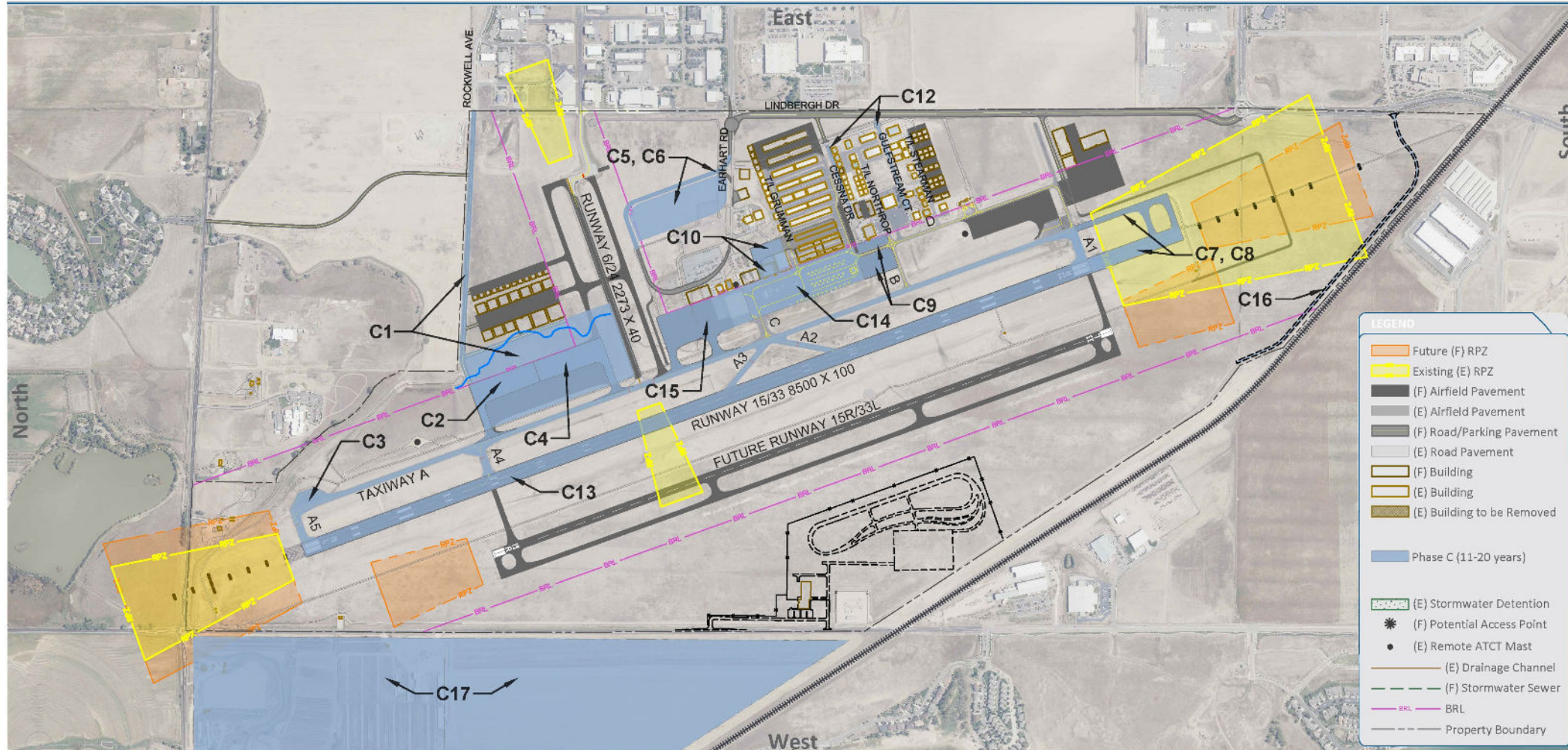














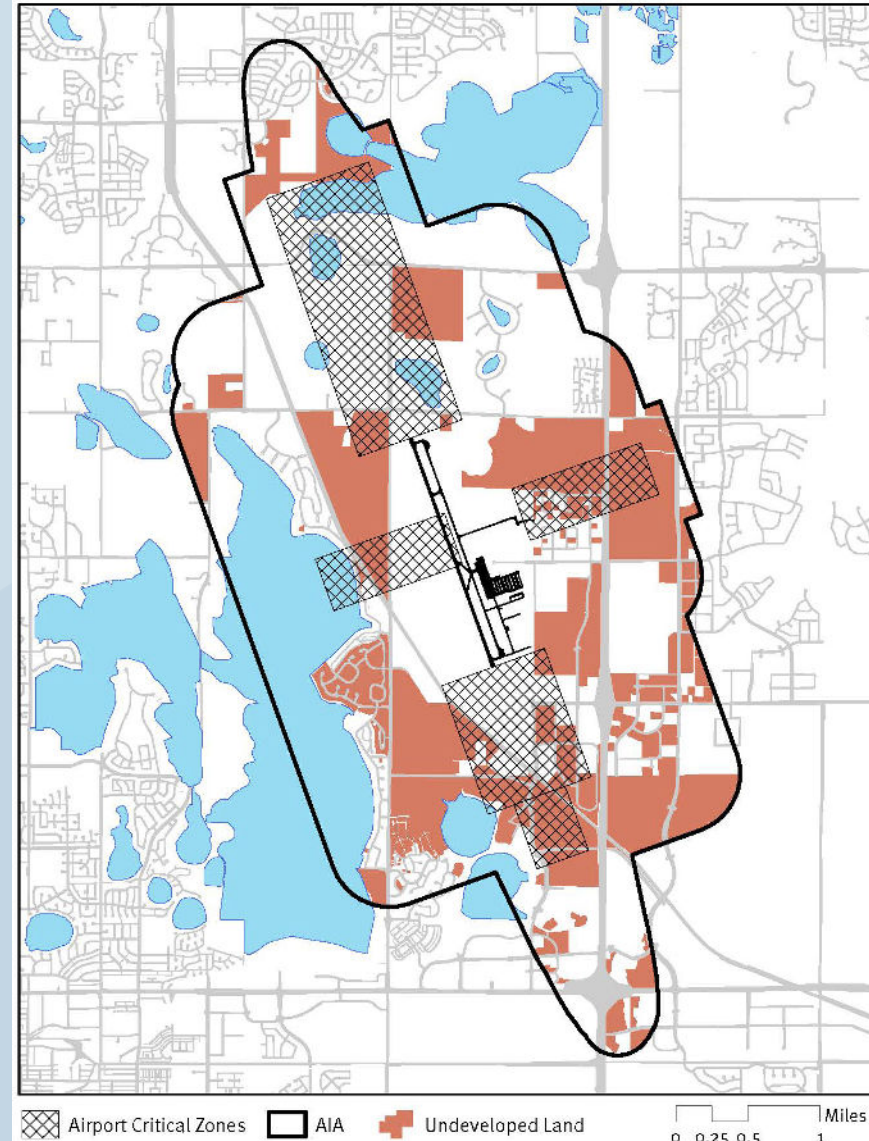
# AIA Existing Conditions

## → Existing Land Use and Development

- Developed land uses (off-airport): About 2,500 acres or 27%
- Private property: +10,000,000 square feet of physical building space (much was built within the past 20 years)
- Housing units: Approximately 2,100 (mostly detached single-family units)
- Undeveloped land: 2,900 acres outside of Airport (approximately 2,300 acres outside of Airport Critical Zones)
- About 80% of undeveloped off-airport land is within the City of Loveland's Growth Management Area

Note: Some of this information has changed as development as occurred since this report was prepared in 2019.

## Off-Airport Undeveloped Land in AIA



THANK YOU!

**MASTER  
PLAN** STUDY

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& Hunt

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# 6. 2023-24 Strategic Action Plan Overview



# 2023-24 Strategic Action Plan



NORTHERN COLORADO  
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- 2022- Airport commission directed an update to the Strategic Plan prepared by the Planning & Development Sub Committee (PDSC)
- May 18, 2023- Northern Colorado Regional Airport Commission approved the plan.
- Four focus Areas:
  - Safe, Secure, & Financially Sustainable Operations
  - Multi-modal Transportation
  - Economic Development & Impact
  - Education, Training, and Innovation

**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 2 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.

# 2023-24 Strategic Action Plan



NORTHERN COLORADO  
REGIONAL AIRPORT

**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.

# 2023-24 Strategic Action Plan



NORTHERN COLORADO  
REGIONAL AIRPORT

**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.

# 2023-24 Strategic Action Plan



NORTHERN COLORADO  
REGIONAL AIRPORT

**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 for 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.



# NORTHERN COLORADO REGIONAL AIRPORT




NORTHERN COLORADO  
REGIONAL AIRPORT

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# 2023-24 Strategic Action Plan

NORTHERN COLORADO  
REGIONAL AIRPORT

<div>NORTHERN COLORADO REGIONAL AIRPORT</div>			1st Quarter, 2023			2nd Quarter, 2023			3rd Quarter, 2023			4th Quarter, 2023			1st Quarter, 2024			2nd Quarter, 2024			3rd Quarter, 2024			4th Quarter, 2024			
TASK	STAFF PRIORITY (HIGH - MED - LOW - CONTINGENT)	ONGOING Y or N	J A N	F E B	M A R	A P R	M A Y	J U N	J U L	A U G	S E P	O C T	N O V	D E C	J A N	F E B	M A R	A P R	M A Y	J U N	J U L	A U G	S E P	O C T	N O V	D E C	
New Terminal																											
Finalize budget for phase 1 construction	HIGH	N																									
Complete design & permitting	HIGH	N																									
Construct building within funding deadlines	HIGH	N																									
Continue to seek funding for landside components removed from scope	MED	Y																									
Build a white paper that explains rationale behind this project	MED	N																									
Commercial Air Service																											
Develop briefing on benefits of commercial air service (related to terminal/Remote Tower/Runway widening) for Commission, Councils, etc.	MED	N																									
Continue communication with airlines and identify new potential contacts	HIGH	Y																									
Apply for Small Community Air Service Development Grant (SCASDG) with USDOT	MED	N																									
Increase air service development efforts																											
Hire staff/consultant for air service development	HIGH	N																									
Validate market & create a community survey or support entity	HIGH	N																									

Saved to V: Drive



# NORTHERN COLORADO REGIONAL AIRPORT

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# NORTHERN COLORADO REGIONAL AIRPORT

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# NORTHERN COLORADO REGIONAL AIRPORT

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# NORTHERN COLORADO REGIONAL AIRPORT

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# NORTHERN COLORADO REGIONAL AIRPORT

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# 7. Break



## 8. Proposed Plan Amendments

## 9. Current Projects

# Current Projects

TASK	ASSIGNED TO	PROGRESS	START	END
<b>Captial Project</b>				
New Terminal Construction	Francis & Aaron	45%	7/15/23	10/31/24
Runway 15-33 Widening Design & Bid	Francis	35%	8/10/23	1/25/25
Taxiway B & D, GA Taxilane Design	Francis	42%	12/19/23	4/30/24
800 Mhz upgrade	Francis	10%	1/30/24	3/30/24
ATC-FCT aquisition/lease	Francis	96%	11/30/23	2/16/24
ATC-FTI WAN Line	Francis	10%	1/10/24	11/30/24
Hangars A& B Bid	Francis	85%	6/21/23	2/28/24
<b>Operations</b>				
Airport Emergency Plan	Francis	97%	11/20/23	2/16/24
Hangar C repairs	Francis	63%	1/15/24	3/1/24
<b>Private Projects</b>				
FCLWD Waterline Construction	Francis & Aaron	15%	2/13/24	6/6/25
AeroFNL Construction	Aaron & Francis	63%	3/1/23	6/1/24

TASK	ASSIGNED TO	PROGRESS	START	END
<b>Admin</b>				
Lease Compliance: COI, N-Number Verification	Kate	96%	12/26/23	2/15/24
Lease Compliance: Non-Aero Storage/Hangar use	Francis	80%	12/25/23	2/20/24
Governance Study	Dave	84%	6/6/23	3/31/24
New Director Search	Dave	10%	1/24/23	8/30/24
Staffing Analysis and Update	Dave	65%	12/15/23	7/31/24
Tenant Invoicing and Accounts Receivable	Kate	Monthly	2nd	14th
Grant Reimbursements	Kate	Monthly	15th	End of Month
Purchasing and Accounts Payable	Kate	Monthly	On Going	
Lease Assignments, Assumptions, and Extensions	Aaron & Kate	Monthly	On Going	
<b>Business Services</b>				
Land Use & Leasing Policy	Aaron	50%	5/1/23	12/31/24
Air Service Development Management	Aaron	15%	10/1/23	12/31/26
Data Orgainization & Modernization	Aaron	0%	3/1/24	3/31/24

## 10. Conclusion/Next Steps

# Adjournment/Break Before Regular Commission Meeting