



Regular Meeting Minutes for August 21, 2025

- CALL TO ORDER** Commissioner Arndt called meeting to order at 3:04 p.m.
- ROLL CALL** Commission Members Arndt, Marsh, Williams, DiMartino, Miller, Thompson, and Stooksbury were present.
- PUBLIC COMMENT** Chair Arndt opened the floor for public comment:
- Nick Johnson (Landline):
Mr. Johnson respectfully requested that staff defer enforcement actions within the leasehold area until the lease agreement has been finalized.
 - Rick Turley (Fort Collins Pilot Association):
Read a letter requesting a pause on the planned Runway 6/24 designation change from runway to taxiway. He asked that members be allowed time to present an alternative to closure at a future meeting. Mr. Turley referenced the last three Airport Master Plans, which identified crosswind runway use as an important facility need. Airport staff were asked to consider redesign options.
 - Brad Schuster (Aircraft Owner and Pilots Association):
Referenced the AOPA letter and requested the immediate reopening of Runway 6/24. He asked that any reclassification be deferred until September 2026 to ensure the runway reconstruction and parallel taxiway remain in the Capital Improvement Plan.
 - Peter Barker (Hangar owner and FNL AOPA member)
Added to prior remarks. He emphasized safety concerns, noting multiple instances where he could only land on Runway 6/24 due to strong crosswinds. He pointed out that competing regional airports, including Centennial, Metro, Cheyenne, and Greeley, maintain crosswind runways. Mr. Barker questioned the long-standing exclusion zone near Clearwater Drive and asked what development interests or pressures may be influencing the proposed closure of Runway 6/24.
- PUBLIC COMMENT FOLLOW-UP**
- Commissioner Williams asked when an appropriate time for follow-up would be regarding Runway 6/24, noting agreement with Rick's proposal that the runway is primarily for emergency use. He expressed support for pausing re-designation, citing safety concerns and \$2.5 million in required funding.
 - Jeni requested the item be placed on a future agenda. John noted it is included under the Director's Report (Item 7E – AOPA Letter).



CONSENT AGENDA

Commissioner Arndt moved to approve the consent agenda. The motion, seconded by Commissioner Williams, carried with all present Commissioners voting in favor thereof.

Pulled Items: None

Consent Follow up: None

Public Comment: Yes

AIRPORT DIRECTOR'S REPORT • None

REGULAR AGENDA

1. QUARTERLY FINANCIAL OVERVIEW

John Kinney, Airport Director introduced from the City of Loveland Finance Department Molly Elder, Deputy Chief Financial Officer. Ms. Elder noted that based on the commission feedback, we included simplified graphs, descriptive bullets, and an overall summary.

Molly reported that revenue year-to-date is slightly below 2024 levels, with \$111,000 under budget. Strong revenue categories include hangar rentals, fuel tax, rental car, parking fees, and terminal leases. Expenses are over \$500,000 lower than 2024 due to staffing vacancies, resulting in an operating gain of \$83,700. After accounting for a non-operating loss of \$18,600, the net positive position stands at \$65,000.

Commissioner Arndt questioned why parking was on the budget, Ms. Elder noted it was anticipated earlier in the year. Commissioner Stooksbury wanted to know why Miscellaneous was up 107% and Ms. Elder confirmed it was because of \$35,000 in various items and will put a footnote in future financial reports. Mr. Thompson observed that three of the top six are underperforming and that as a commission they should keep an eye on it. Commissioner Williams asked about reduced revenue toward gas and oil commissions and Staff Swanson explained this is due to seasonal charter operations and is expected to increase over the next four months. Commissioner Williams asked if we could add this to the budget for reporting, Ms. Edler explained that this would make the chart very complicated but could report on it in a quarterly fashion instead of a monthly one.

3. SHORT-TERM LEASE AGREEMENT WITH GROOME TRANSPORTATION

Director Kinney introduced Aaron Ehle, Business and Development Specialist. He reported that Groome has been operating at the airport since 2015 and has



grown to occupy 72,800 sq. ft. Over the last two holiday seasons, their current space has been insufficient to meet demand.

Mr. Ehle requested Commission recommendation to authorize airport management to execute a short-term lease agreement. The proposed lease is for six months, with an option to extend an additional six months, and would expand Groome's space from 73,000 sq. ft. to 218,000 sq. ft. Groome would be responsible for lot maintenance. A Walker Consultants survey has just begun to provide guidance on future planning. A six-month comparison indicates the expanded lease would generate over \$51,000 more than the previous agreement.

Commissioner Arndt noted that there was one public comment that had been made and if there were any others. Ryan Carlson (Nutrien) asked why the lease is being determined by square footage rather than the cost to operate, where people can park as they wish. Commissioner Arndt invited Mr. Ehle to respond.

Mr. Ehle explained that there are different ways to structure agreements. Groome operates under a land lease model, while Landline is structured per operation. For these shuttle companies, the land lease model is preferred, and it also allows the airport to open lots near the terminal for paid parking.

Commissioner DiMartino asked how long the \$0.71 rate has been in effect and whether any inflation adjustments are included. Mr. Ehle responded that the rate just escalated in May of this year and, if the six-month lease is exercised, it will escalate again next May in line with CPI.

Commissioner Stooksbury asked how the additional revenue would be accounted for in the budget, questioning whether it would be classified as parking or ground lease revenue. Mr. Ehle stated it would appear under the ground lease category and that the extra revenue of \$51,000 would help offset other costs.

Commissioner Williams expressed concerns about potential conflicts with Landline and asked whether approving the lease could interfere with negotiations. Mr. Ehle offered that an executive session could be held if needed, noting that clear delineations and enforcement measures will be put in place to manage each area.

Director Kinney added that, if approved, Groome's lease would begin September 1. Landline would have a 10-day period to relocate vehicles, after



which Groome could enforce the lease. He noted that during the previous period, over 1,400 vehicles were accounted for in the parking areas, emphasizing the need to keep operations separate for safety, as shuttle buses should not drive through areas with pedestrians.

Commissioner Williams moved to have City Managers sign the Lease. The motion, seconded by Commissioner Marsh, carried with all present Commissioners voting in favor thereof.

**4. GROUND
TRANSPORTATION
OPERATOR
NEGOTIATIONS
UPDATE WITH
POSSIBLE EXECUTIVE
SESSION AS
AUTHORISE BY
COLROADO REVISED
STATUE §§ 24-6-402
(4)(a), (b), AND (e)(l)**

Director Kinney advised Commissioners that there was no need for Executive Session due to progress with Landline.

**6. BUSINESS FROM
MEMBERS**

Commissioner Williams raised the topic of pausing Runway 6/24 and asked Commissioner Marsh whether a motion is needed to add it to the next agenda. Laurie Wilson clarified that if the Commission wants to discuss it without taking action, it could be addressed immediately; otherwise, it would be scheduled for a future agenda. Commissioner Williams asked where this item falls procedurally, and Commissioner Arndt questioned whether it requires Commission approval. Ms. Wilson responded that it is primarily an operational matter.

Director Kinney provided the staff perspective, as advised in the letter to AOPA in request to their letter. He noted that the FAA control tower limits operations on this runway due to a line-of-sight issue for Air Traffic Controllers. Director Kinney also shared the runway design deficiencies: the runway does not meet design standards, has exposed headwalls, pavement deterioration now requires a full reconstruction estimated to be over \$8 million. Current pavement condition index (PCI) is 30 (70 being poor), and FAA funding is not available because the runway does not meet criteria. Staff emphasized that safety risks exist and that the airport cannot fund reconstruction at this time.

Commissioner Arndt stated that operational matters are handled by staff and emergencies can be addressed as they arise. Commissioner Stooksbury emphasized that while policy setting is the Commission's role, pilots should be



given the opportunity to present input, particularly regarding crosswind safety issues. Commissioner Miller suggested leaving the decision to staff and allowing a fresh look at the matter, committing appropriate time to review.

Commissioner Williams framed the discussion in the context of the Master Plan, noting that prior plans pointed to runway widening and overall guidance, and questioned whether deviations from the Master Plan are appropriate. He asked if FAA funding referenced in April was still applicable. Commissioner Arndt recommended reviewing new information. Commissioner Marsh confirmed the item would need to be added to the future agenda before two members depart. Commissioner Marsh said Rick Turley requested that the airport conduct further research on the issue.

Commissioner Williams made a motion for staff to return with funding information related to the new FAA memorandum for Council consideration. Marsh seconded the motion.

Commissioner DiMartino asked about timelines; Director Kinney responded the item could be brought back at the next meeting in November.

ADJOURNMENT

- Chair Arndt adjourned the meeting at 3:53 p.m.

**Respectfully
Submitted,**

Airport Commission Chair, Jeni Arndt



Work Session Meeting Minutes for August 21, 2025

- CALL TO ORDER** Chairperson Arndt called meeting to order at 4:03 p.m.
- ROLL CALL** Commission Members Arndt, Marsh, Williams, DiMartino, Miller, Thompson, and Stooksbury were present.

WORK SESSION AGENDA

**1. NORTHERN
COLORADO
REGIONAL AIRPORT:
STRATEGIC PLAN
2022-
2023: PROGRESS
REPORT AND FNL'S
ORGANIZATIONAL
PRIORITIES FOR
2025- 2027**

Director Kinney introduced two presentations as outlined in the meeting packet Table of Contents. The first presentation included three components:

1) 2022–2023 Strategic Plan & Evaluation Report:

The evaluation, co-authored and adopted in 2023, shows alignment with the 2022 vision:

"Sparking innovative transportation and leading-edge economics, training, research, and education throughout the region."

2) 2022-2023 Strategic Plan Key Performance Indicators:

These 11 key performance indicators (KPIs) were reviewed.

- Red (Complete): Remote Tower, New Terminal
- Green (In Progress): Commercial Air Service (20%), Staff Expansion (60%), Governance Study (50%), Hangar Redevelopment (50%)
- Blue (Not Started): Landings Plan & Leasing, Community Engagement, Technology/Innovation

2 initiatives are completed, 4 are at initial stages, and 5 are in progress.

Commissioner Williams questioned the “completion” status of the remote tower, citing the lack of an operational facility. Director Kinney shared that the designation reflected programmatic milestones, not infrastructure readiness.

3) Strategic Vision Evaluation (2025–2030):

The vision was refined through a series of meetings in 2024. The updated vision is:

“To become a premier corporate, general aviation, and commercial service airport, driving Northern Colorado’s economy and regional transportation solutions.”

Four major strategic themes were emphasized in developing the 2025-2027 Priorities and Strategies:

- 1) Enhance safety and security
- 2) Eliminate subsidies
- 3) Attract and retain airline service
- 4) Amplify FNL’s brand



FNL's Organizational Priorities - Strategies - Deliverables: 2025 - 2027

Influencing Factors: Safety - Security - Mitigating Risk:

*Operate FNL reflective of operational complexity **

- 1. Airport Commission Focus and Priorities**
 - A. Adjust the focus and decision making to delivering organizational priorities.
 - B. Affordability should drive decisions until financial autonomy is reached.
- 2. Recruitment of Scheduled Airline Service**
 - A. Air service development: Request For Proposal - October 2025.
 - B. Airline partnerships identified, launch intense outreach. *
 - C. Design FNL's Brand - Modernize Web Page and Social Media.
- 3. Develop and Deliver Financial Autonomy ***
 - A. General fund reliance ends by 2030.
 - B. Accelerate aeronautical developments maximizing "market opportunity" rates.
 - C. Adopt "cost recovery" financial model.
- 4. FAA Grant Assurances**
 - A. Compliance applicable to all airport users.
- 5. Secure a Permanent Air Traffic Control Tower**
 - A. Design a two-year strategic campaign to secure federal funding for traditional tower
 - I. Engage lobbyist to navigate Congressional Delegation.
 - a. Engage federal agencies leadership.
- 6. Deliver the Runway Widening Project**
 - A. Largest construction project in FNL's history ... will dominate staff's time for 5 months.
 - B. Completed on time, within budget limits.
- 7. Transition to an Airport Authority – January of 2027: Unfunded**
 - A. Revisit the transition goals and is January of 2027 realistic?
 - Organizational capacity to deliver is not available.
 - B. Case Studies: Duration to deliver – three to five years.
- 8. Redevelopment Strategies Identified, preserved to accelerate financial autonomy from the general fund.**
 - A. General Aviation Facilities
 - B. Airline Facilities
 - C. Non-Aeronautical Developments
 - D. Flight Line Restaurant and Administrative Offices
 - E. Landside Operations: Ground Transportation Operators



Commission Discussion Highlights:

Tower Priority: Commissioner Williams and Arndt stressed elevating the control tower project to a top priority due to operational necessity. Director Kinney reaffirmed that both remote and traditional tower paths evaluation will continue. In addition, potential lobbying efforts and complimented with a white paper will be presented in October Airport Commission Meeting.

Staffing Constraints: Commissioner DiMartino raised concerns about achieving 60% staffing expansion given current budget constraints. Clarification was provided that the numeric percentage value represents current understaffing levels versus what staffing levels are needed to address current and future workloads.

Hangar Redevelopment: Commissioner DiMartino also questioned where hangar redevelopment was in the plan; Director Kinney confirmed it is addressed under General Aviation Facilities (Item 8A).

Financial Considerations: Commissioner Miller inquired about the financial readiness for transitioning to an Airport Authority. Director Kinney reiterated that the goal is unfunded and will require further capacity evaluation.

Summary:

Director Kinney concluded by emphasizing the interconnected nature of priorities and variables. He affirmed that the Commission's guidance continues to shape FNL's strategic trajectory and that decisions made in the next 18 months will significantly influence development through 2028 and beyond.

**2. AIRPORT
AUTHORITY
FORMATION STATUS
UPDATE:**

Ms. Ginny Sawyer, City of Fort Collins Project Manager, provided an update on the airport governance transition process, beginning with a historical overview:

Background:

Joint airport operations date back to 1963.

The Airport Commission was formally established in 2015, with amendments since adopted.

In 2023, the Commission was restructured to include two representatives from each city (Loveland and Fort Collins).

Governance Review:



Work began following a memo from Daniel Reimer proposing structural governance changes.

A joint committee was formed to examine current intergovernmental agreements (IGAs) and assess the Commission's legal authority.

Findings indicate that under current statutes, additional authority cannot be delegated to the Commission.

Current Focus Areas:

A comparison matrix of governance models and the complexities of the status quo have been developed.

The goal is to modernize governance to support airport advancement, improve clarity in decision-making, and address financial and operational responsibilities.

A transition timeline targeting the establishment of an Airport Authority by 2026–2027 has been drafted, though recognized as ambitious.

Next Steps:

Development of a transitional IGA to guide operations during the shift to an authority model.

Continue refining governance elements including financial sharing, insurance protocols, grant co-sponsorship, and decision-making roles.

Plans include sunseting the Commission, with interim decision-making authority reverting to City Managers before full authority formation.

The Governance Committee, comprised of two appointees from each city, will continue meeting (next sessions scheduled for September and November 2025).

Commission Discussion Highlights:

- **Sunsetting the Commission:**
 - Commissioner Williams asked for clarification; Ms. Sawyer confirmed a goal of finalizing this by end of 2025 through the IGA.
- **Public Engagement & Transparency:**



- Commissioners Williams, DiMartino, and Stooksbury raised concerns about how public input would be included. Ms. Sawyer acknowledged the importance of transparency and stated integration with city council meetings is being explored.
- Commissioner DiMartino emphasized the need for robust public engagement and advisory input throughout the transition.
- **Authority Model Considerations:**
 - Commissioners Arndt and Thompson discussed examples of other airports transitioning governance through IGAs.
 - Ms. Laurie Wilson, City of Loveland Deputy Attorney, noted that a previous 2000's IGA with a steering committee serves as a reference model, but the final decision-making remained with city managers.
- **Interim Governance Gap:**
 - Commissioners Arndt, Williams, and DiMartino expressed concern about the operational structure between Commission sunset and full authority implementation.
 - Director Kinney and Commissioner Stooksbury emphasized the need for clarity and continuity during this transitional period.
- **Decision-Making Clarity:**
 - Several Commissioners, including DiMartino and Arndt, questioned the current role of the Commission and whether its function is more advisory in nature.
 - The Commission expressed a desire to ensure decision-making authority is clearly defined, especially regarding strategic vision and financial oversight.



- **Support for the Authority Model:**
 - There was general consensus that forming an Airport Authority remains the preferred long-term governance model.
 - Commissioner Thompson noted that while transition is challenging, it is essential for achieving self-sufficiency and operational efficiency.

- **Expertise & User Input:**
 - Commissioners DiMartino and Williams agreed that incorporating aviation expertise and user feedback into governance discussions will be essential.
 - Commissioners Stooksbury and DiMartino suggested potential use of **short-term task forces** or **advisory boards** to maintain engagement during the transition.

Summary:

Ms. Sawyer concluded that while the timeline may shift, the goal remains to implement a new governance structure—ultimately transitioning to an Airport Authority. A transitional IGA will serve as the foundation, and staff will continue working through legal, financial, and procedural elements into 2026. Commissioners stressed the importance of public engagement, operational clarity, and maintaining strategic momentum.

ADJOURNMENT

- Chair Arndt adjourned the meeting at 5:02 p.m.

Respectfully
Submitted,

Airport Commission Chair, Jeni Arndt



NORTHERN COLORADO
REGIONAL AIRPORT COMMISSION
