

*SOUTH VALLEY
REGIONAL AIRPORT
STAKEHOLDER
VISIONING*

FEBRUARY 2022

VERSION 2.0

Prepared by RS&H, Inc. at the
direction of Department of Airports
– Salt Lake City Corporation.

RS&H

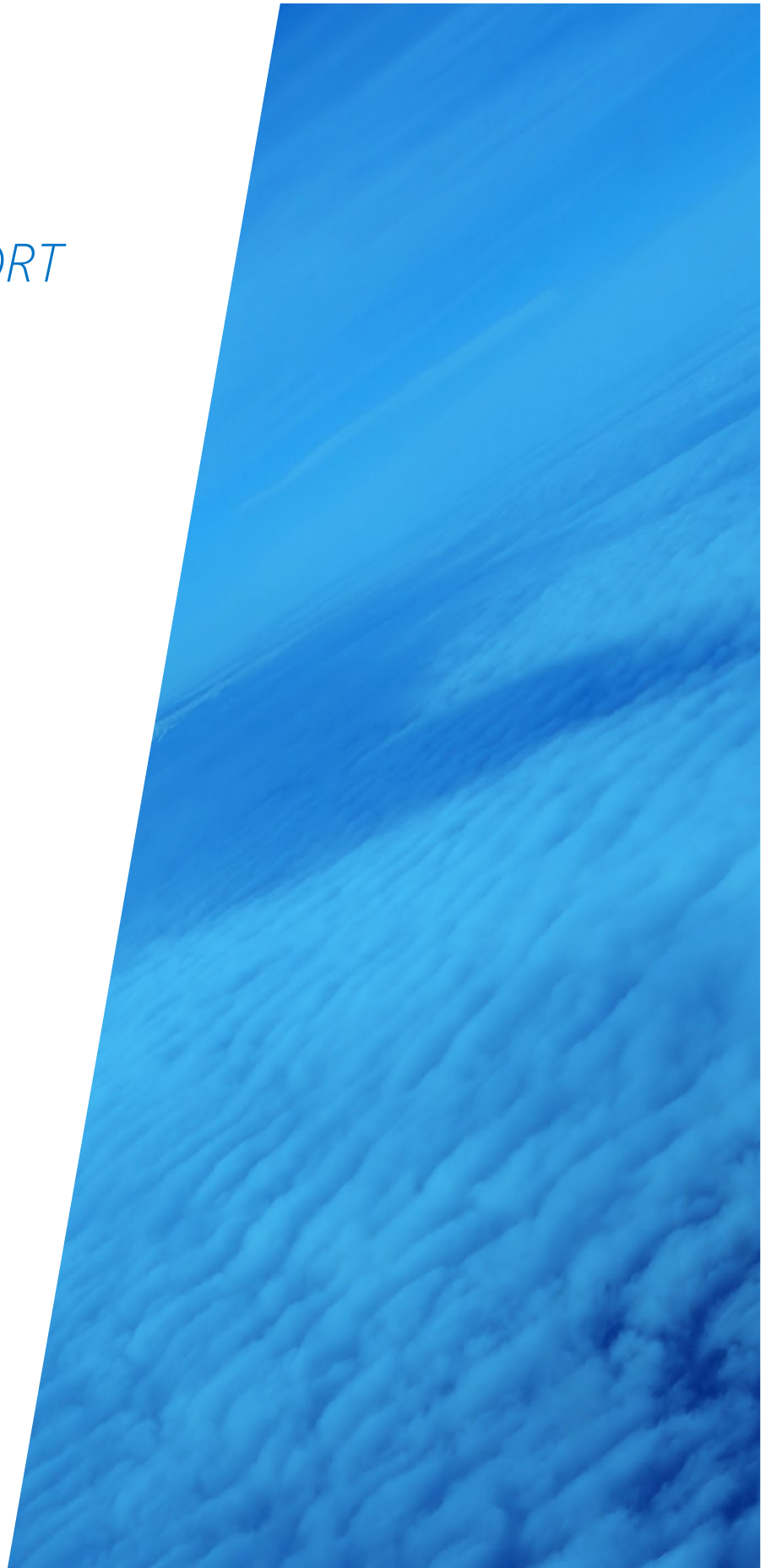


TABLE OF CONTENTS

Appendix X	STAKEHOLDER VISIONING	1
1.1	INTRODUCTION.....	1
1.2	VISIONING CHARRETTE OVERVIEW	2
1.3	VISIONING OUTCOMES AND OBSERVED THEMES.....	6
1.3.1	Airside Vision	6
1.3.2	Airspace Vision.....	6
1.3.3	Landside.....	6
1.3.4	Land Use Vision	7
1.3.5	Tenants and Industry Trends.....	7
1.3.6	Sustainability and Environment Vision	7
1.3.7	Community Vision	7
1.3.8	Support Facilities Vision	7
1.3.9	Airport Finances Vision.....	7
1.4	AIRPORT GOALS AND OBJECTIVES	17
1.4.1	Airside Goals and Objectives.....	17
1.4.2	Airspace Goals and Objectives	17
1.4.3	Landside Goals and Objectives.....	18
1.4.4	Land Use Goals and Objectives.....	18
1.4.5	Tenants/General Aviation Goals and Objectives	19
1.4.6	Sustainability and Environmental Goals and Objectives	19
1.4.7	Community Goals and Objectives.....	19
1.4.8	Support Facility Goals and Objectives.....	20
1.4.9	Airport Financial Goals and Objectives	21

LIST OF FIGURES

Figure 1-1 U42 PAC and TAC MURAL Vision Board4
 Figure 1-2 U42 AWG MURAL Vision Board.....5

LIST OF TABLES

Table 1-1 PAC and TAC Visioning Charrette Invitees and Attendance.....2
 Table 1-2 Airside Facilities8
 Table 1-3 Airspace9
 Table 1-4 Landside.....10
 Table 1-5 Land Use11
 Table 1-6 Tenants and Industry Trends.....12
 Table 1-7 Sustainability and Environment.....13
 Table 1-8 Community14
 Table 1-9 Support Facilities15
 Table 1-10 Airport Finances16

APPENDIX X

STAKEHOLDER VISIONING

1.1 INTRODUCTION

On October 20th and 21st, 2021, Salt Lake City Department of Airports (SLCDA) hosted multiple visioning charrettes to gather information for the Master Plans being developed for its two general aviation reliever airports: South Valley Regional Airport (U42) and Tooele Valley Airport (TVY). The first charrette included key SLCDA leaders from the Airport Master Plans Working Group (AWG) and addressed both airports. Each of the following two charrettes included airport-specific stakeholders from the established Technical Advisory Committees (TAC) and Policy Advisory Committees (PAC).

The charrettes serve as a foundation for each airport in developing a new Airport Master Plan which looks at the upcoming 20-year facility investment needs and beyond. This makes sure the airports can strategically fulfill and/or expand their important roles as general aviation reliever airports within the SLCDA regional system and meet demand from the surrounding communities.

This vision looks specifically at U42 and represents a comprehensive view of how key stakeholders feel the airport should “look” and operate in the future, with consideration to both facilities and services. The vision includes ideas for new facilities to support anticipated growth or enhance services, as well as necessary improvements that must be undertaken to correct operational deficiencies. While the Master Plan Update creates a roadmap for development for the next 20 years, the visioning session helps establish a diverse set of stakeholder perspectives and expectations for what ultimate buildout of the Airport may look like beyond the Master Plan horizon.

Developing the vision was a collaborative process, with input from both internal (SLCDA staff) and external (tenants, users, and community) stakeholders. Input was obtained during a hybrid in-person/virtual visioning charrette to maximize stakeholder opportunity for participation. The charrettes considered essential and desired enhancements for services and facilities, customer service improvements/ innovations, considerations of capacity constraints, additions of new facilities and services, and maintenance of existing infrastructure. The input gathered during the charrettes was synthesized to aid in the development of a cohesive vision for the Airport.

Stakeholder input received during the hybrid style charrette was documented using MURAL digital collaboration software and will be considered throughout the master planning process. This input will assist the planning process by helping to focus attention on specific issues and the establishment of goals and objectives to guide analysis in a way that generates optimal development solutions. The following sections present a summary of stakeholder input received during the visioning charrette exercises and concludes with defined goals and objectives that serve as a foundation of stakeholder perspectives to help guide the Master Plan study.

1.2 VISIONING CHARRETTE OVERVIEW

Stakeholders participating in the two visioning charrettes are as follows:

- » SLCDA Staff (internal) – This group included airport staff and leadership.
- » Community Stakeholders (external) – This group included organizational representatives and community members with an interest in the airport’s success.

Table 1-1 shows attendees of the community-oriented Policy Advisory Committee (PAC) and Technical Advisory Committee (TAC) visioning charrette and the organization they represent. An Airport Working Group (AWG) charrette was also hosted internal to key SLCDA staff.

TABLE 1-1
PAC AND TAC VISIONING CHARRETTE INVITEES AND ATTENDANCE

Attendees	Master Plan Committee	Organization
Christine Yaffa	TAC/PAC	FAA – Airports District Office
Kevin Davis	TAC	FAA – Air Traffic Control
Jesse Lyman	TAC	FAA – Airports District Office
Col Gordon Pedersen	TAC	Utah Air National Guard (UTANG)
Maj Noé Vásquez	TAC	Utah Air National Guard (UTANG)
Scott Upton	TAC	Utah Air National Guard (UTANG)
Jared Esselman	TAC	UDOT – Aeronautics
Nikki Navio	TAC	Wasatch Front Regional Council
Jory Johner	TAC	Wasatch Front Regional Council
Randon Russell	TAC	Randon Aviation
Lois Reid	TAC	Upper Limit Aviation
Aldin Pope	TAC	Upper Limit Aviation
Gregory Baser	TAC	West Jordan – Airport Advisory Committee
Jason Hess	TAC	West Jordan – Airport Advisory Committee
Richard Meyer	TAC	West Jordan – Airport Advisory Committee
Steve Shelly	TAC	West Jordan – Airport Advisory Committee
Korbin Lee	PAC	West Jordan - City Administrator
Scott Langford	PAC	West Jordan - Community Development Director
Ed Clayson	PAC	SLCDA – Airport Maintenance
Pete Higgins	PAC	SLCDA – Director of Airport Operations
Dave Teggins	TAC	SLCDA – General Aviation Manager
Matt Brown	TAC	SLCDA – Airside Airport Operations Manager
Kristian Wade	TAC	SLCDA – Operations Manager
David Miller	TAC	SLCDA – Airport Engineering
Sean Nelson	TAC/PAC	SLCDA – Airport Planning
Brady Fredrickson	TAC/PAC	SLCDA – Airport Planning

Invited – Unable to Attend	Master Plan Committee	Organization
Melissa Worthen	TAC	West Jordan City Council – District Two
Zach Jacob	TAC	West Jordan City Council – District Three
Ray McCandless	TAC	West Jordan - Senior Planner
Larry Gardner	TAC	West Jordan - Planning Director
Richard Meyer	TAC	West Jordan – Airport Advisory Committee
Steve Schiele	TAC	West Jordan – Airport Advisory Committee
Jim Dearden	TAC	West Jordan – Airport Advisory Committee
Clint Bradley	TAC	FAA – Air Traffic Control
Scott Penn	TAC	FAA – Air Traffic Control
Megan Leonard	TAC	UDOT – Traffic and Safety
Neil Amonson	TAC	Absolute Flight
Doug Frix	TAC	Aerotech Aviation
Lorri Hansen	TAC	Platinum Aviation
Bryce Royle	TAC	SLCDA – Airport Operations
Al Stuart	TAC	SLCDA – Airfield Manager
Medardo Gomez	TAC	SLCDA – Operations and Readiness
Scott Martin	TAC	SLCDA – Airport Architect
Bob Bailey	TAC	SLCDA – Civil Engineer
Dean Warner	TAC	SLCDA – Network Administration (IT)
Teresa Griffiths	TAC	SLCDA – FBO Airport Operation Manager
Paul Coates	PAC	West Jordan – Director of Planning
Chris Pegra	PAC	West Jordan - Economic Development Director
Cyndy Miller	PAC	SLCIA – Airport Advisory Board Vice Chair
Larry Pinnock	PAC	SLCIA – Airport Advisory Board
Theresa Foxley	PAC	SLCIA – Airport Advisory Board
Steve Price	PAC	SLCIA – Airport Advisory Board
Nancy Volmer	PAC	SLCDA – Public Relations and Marketing
Shane Andreasen	PAC	SLCDA – Administration/Commercial Properties
Kevin Robins	PAC	SLCDA – Engineering
Brian Butler	PAC	SLCDA – Airport Finance and Accounting
Ed Cherry	PAC	SLCDA – Information Technology

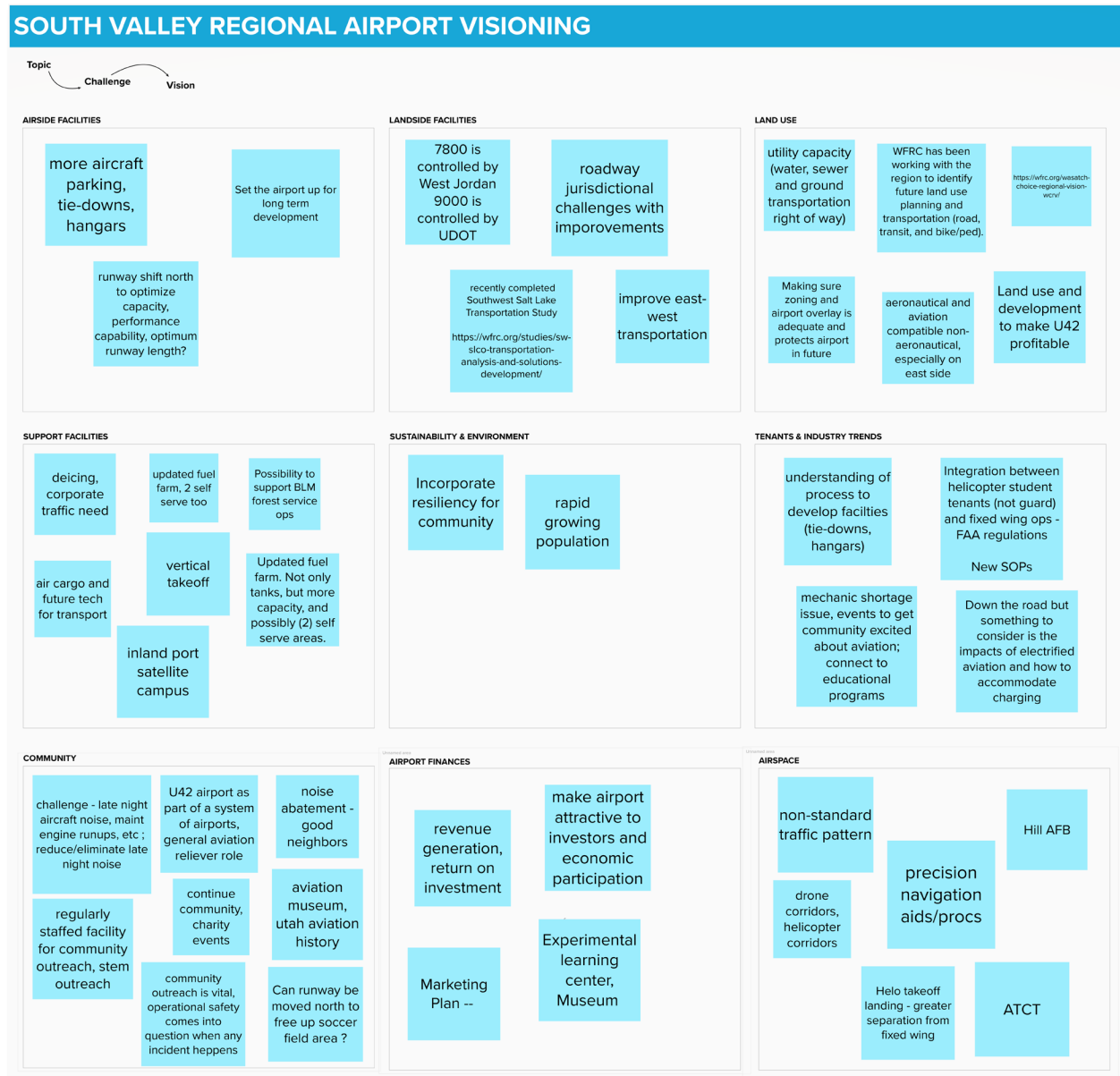
The virtual portion of the charrette was held using online video conferencing software and used a digital MURAL board developed specifically for the project where stakeholder comments were captured and organized (shown in **Figure 1-1** and **Figure 1-2**). The conversation with stakeholders was framed using three questions:

- 1) "What is the topic?"
- 2) "What is the perceived challenge?"
- 3) "What is the vision?"

A total of nine topic categories were used to organize visioning thoughts. These included:

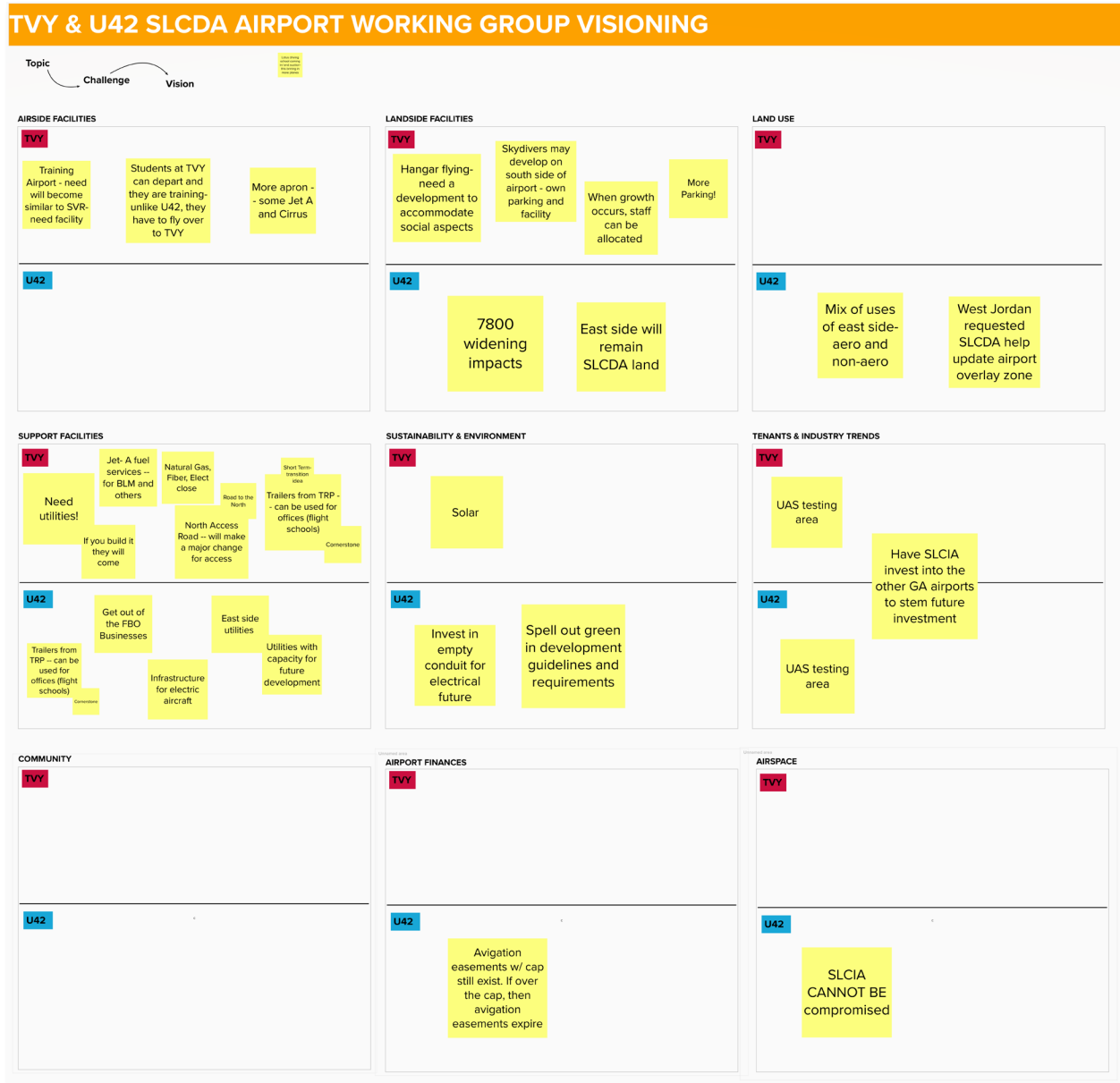
- » Airside
- » Airspace
- » Landside
- » Land use
- » Tenants and industry trends
- » Sustainability and environment
- » Community
- » Support facilities
- » Airport finances

FIGURE 1-1
U42 PAC AND TAC MURAL VISION BOARD



Source: RS&H, 2021

FIGURE 1-2
U42 AWG MURAL VISION BOARD



Source: RS&H, 2021

1.3 VISIONING OUTCOMES AND OBSERVED THEMES

It is to be expected that stakeholders have varying perspectives on how airport facilities should evolve over the life of the airport, depending on how they use the airport. Overall, the goal of SLCD for South Valley Regional Airport as a facility provider is to balance these needs, understanding that not all needs can be fully met, and compromise is often required. Within this context, the visioning charrette invited a large and diverse set of stakeholders. Input from those who participated is summarized within the following sections and tables.

The vast majority of stakeholder identified challenges and visions were aligned. The primary focus areas of the meeting were preserving and expanding the airport's contributions to community, protecting its status as a reliever airport to SLCIA, and providing safe and efficient facilities with high user levels of service. The following list identifies specific areas of need identified during the meeting:

- » More tie-downs and hangars
- » Provide deicing for corporate aircraft
- » Fuel farm enhancements (self-fuel and capacity)
- » Land use and development to make U42 profitable
- » Update zoning and airport overlay to protect airport
- » Evaluate runway for optimization (length and airspace)
- » Next-Gen readiness (electric aircraft)
- » Continue efforts to be a "good neighbor" (soccer fields, noise, etc.)
- » Amenities (museum, STEM facility, restaurant, hotel, etc.)

1.3.1 Airside Vision

The airside facility stakeholder vision identifies a need to analyze, evaluate, and consider airfield orientations that could enhance the entire region's airspace. Additional ramp, tie-down, and hangar space is needed for aircraft parking and storage. The overall airfield configuration should accommodate long-term development on the undeveloped east side of the airport. Airside visioning outcomes are shown in more detail in **Table 1-2**.

1.3.2 Airspace Vision

Preservation and protection of U42 and all SLC system airspace were identified as important elements in planning for the future of U42. Reducing/eliminating conflicting operational uses, especially related to helicopter and fixed wing traffic, was also noted as an important consideration in the planning process. Finally, providing better radar facilities for local ATC would improve safety at U42 and establishing precision NAVAIDs (such as an ILS) and flight procedures could improve safety and accessibility. The airspace visioning outcomes are shown in more detail in **Table 1-3**.

1.3.3 Landside

The vision for landside facilities at U42 focused strongly on providing utilities and identifying/preserving future utility corridors. Regional access and connectivity were some other important elements for consideration as well as vehicle parking and providing charging facilities for electric vehicles. **Table 1-4** shows a more detailed list of the landside vision.

1.3.4 Land Use Vision

The vision for land use at U42 focuses on a balance of aeronautical and non-aeronautical growth that maximizes use of airfield facilities. A need was identified for updating the existing airport overlay zone to protect airspace and airport utility as well as protecting FAA defined Part 77 and TERPS airspace from obstructions. Roadways and east-west connectivity around the Airport should be considered in U42 planning, and coordination with a variety of roadway owners will be necessary. More details of the land use visioning outcomes are shown in **Table 1-5**.

1.3.5 Tenants and Industry Trends

Stakeholder comments on tenants and industry trends emphasized clarifying the development process at U42 and implementing Standard Operating Procedures (SOPs) driven by FAA regulations. Additional input related to planning for safe drone operations, electric aircraft/vehicles, and addressing industry labor challenges. **Table 1-6** shows details of comments received during the visioning session.

1.3.6 Sustainability and Environment Vision

Providing sustainable, environmentally responsible development and operations is important to the future growth of U42. Stakeholder input received during the charrette included priming development with utility corridors outfitted with space for additional future runs, planning to be a center for community resiliency, and including sustainability aspects into development guidelines. **Table 1-7** shows visioning outcomes for sustainability and environmental considerations.

1.3.7 Community Vision

The community vision presented by stakeholders centered on promoting and enhancing the airport's economic and societal benefits. Stakeholders stressed the importance of growing facilities related to education and training and continuing charitable activities. The impact of aircraft noise was identified as an issue to consider through sensible operating practice improvements. The challenge of having soccer fields in the Runway Protection Zone (RPZ) was brought forward as a concern to address in planning. **Table 1-8** shows more detail regarding the community vision outcomes from the airport visioning charrette.

1.3.8 Support Facilities Vision

Airport support facilities are critical to continuing airport operations. The vision expressed during the charrette for airport support facilities included transitioning the Fixed Base Operator (FBO) to private sector management, improving fueling facilities, providing deicing to corporate traffic, and positioning for future air cargo technology. It was also expressed that trailers used during the SLCIA terminal construction might be used as interim facilities for flight training while permanent structures were built. **Table 1-9** shows visioning outcomes related to support facilities.

1.3.9 Airport Finances Vision

The airport financing vision addressed topics including developing a marketing/branding plan, balancing airport and tenant lease needs, becoming financially self-sustaining, establishing new minimum standards, and integrating rates for any implemented alternative energies such as electric charging stations. More details related to the airport finances visioning outcomes are shown in **Table 1-10**.

TABLE 1-2
AIRSIDE FACILITIES

AIRSIDE		
Topic	Challenge	Vision
Airfield design	Nonstandard taxiway geometry	Maintain/correct airfield to current FAA design standards
Airfield design	Runway orientation	Evaluate potential for systemwide improvements
Airfield design	Runway length	Optimize runway length for performance requirements
Airfield design	Promote development	Establish airside pattern for long-term development
Airfield ramp	Additional aircraft parking needed	Meet aircraft parking demand through mix of tie-downs and hangars

TABLE 1-3
AIRSPACE

AIRSPACE		
Topic	Challenge	Vision
Airport system planning	SLCIA role in community cannot be compromised	Support/enhance U42 role as general aviation reliever airport for SLCIA
Obstructions	Prevent obstructions to airspace	Intergovernmental coordination; FAA 7460 process; airport overlay zone review
Traffic pattern	Non-standard traffic pattern	Reevaluate traffic pattern
Precision NAVAIDs and flight procedures	Lack of precision flight procedures	Provide precision NAVAIDs and flight procedures to improve safety and capacity if possible
Helicopter operations	Helicopter and fixed wing aircraft operations conflict	Provide greater separation between helicopter and fixed wing aircraft operations
Drones	Difficult to predict future implementation rate and timing	Stay flexible and current with changing technologies
Air Traffic Control	No on-airport ATC	Provide additional ATC radar coverage as supported by operational growth

TABLE 1-4
LANDSIDE

LANDSIDE		
Topic	Challenge	Vision
Roadway jurisdictions	Varying roadway jurisdictions create challenges for road improvements (ex. 7800 is West Jordan and 9000 is UDOT)	Coordinate roadway improvements between owning jurisdictions
Road improvements	7800 road widening has impacts to airport	SLCDA should coordinate with West Jordan on any roadway improvements to 7800
Airport east side (undeveloped)	On-airport land use	East side should remain SLCDA land for airport development
Existing regional plans	Coordinate with other regional agencies	Southwest Salt Lake transportation study recently completed (2021)
Electric vehicles	Difficult to predict future implementation rate and timing	Stay flexible and current with changing consumer habits; Plan for charging locations and financial structure

TABLE 1-5
LAND USE

LAND USE		
Topic	Challenge	Vision
Zoning	Land use compatibility	Encourage aviation-compatible zoning near the airport
Airport zoning	Update airport overlay zone to protect airport utility	Work with surrounding jurisdictions to update existing airport overlay zoning
Avigation easements	Avigation easements with cap may expire if cap exceeded	Ensure avigation easements apply to all necessary parcels within airport overlay zone
Aeronautical/Non-aeronautical	Strike balance of land uses for highest and best use	Explore non-aeronautical revenue producing opportunities where aeronautical use is impractical, especially regarding the east side of airport
Aeronautical/Non-aeronautical	Airport profitability and sustainability	Develop to make U42 a self-sustaining airport
Utilities	Utility capacity	Establish "shovel ready" sites with necessary utilities
Compatible off-airport development	Compatible off-airport development	Cooperative planning with surrounding communities; partnerships to develop smart; tie to industrial/commercial developments; See WFRC regional land use plans
Airport land acquisition	Enhancing airport assets and ability for growth	When appropriate, purchase land around airport; Any land sales should include covenants/avigation easements

TABLE 1-6
TENANTS AND INDUSTRY TRENDS

TENANTS AND INDUSTRY TRENDS		
Topic	Challenge	Vision
Facilities development process	Development process at U42 has been noted as "unclear"	Provide clear and available information regarding facilities development process at U42
Standard Operating Procedures (SOPs)	Integration of student helicopter traffic and fixed wing aircraft creates safety concerns	Implement SOPs for varying users driven by FAA regulations
Mechanic labor shortage	Shortage of trained A&P mechanics	Connect with community to promote aviation and careers in aviation; Promote aviation educational programs
Unmanned Aerial Systems (UAS)	Integrating variety of users including UAS	Ensure planning accommodates potential for UAS operations/testing site
Electric aircraft and electric vehicles	Infrastructure and systems necessary to support electric aircraft/vehicles	Plan for supporting operational needs of electric aircraft and electric vehicles
SLCDA investment	Limited funding	SLCDA to consider investing in U42 and TVY to spur future private investment

TABLE 1-7
SUSTAINABILITY AND ENVIRONMENT

SUSTAINABILITY AND ENVIRONMENT		
Topic	Challenge	Vision
Renewable alternative energy	No alternative energy infrastructure	Consider potential for using solar energy
Sustainability planning	Development guidelines lack sustainability aspects	Establish "green" guidelines and requirements in development guidelines
Utilities	Priming land for electric charging infrastructure	When running new utility lines, invest in empty conduit for future runs
Community resiliency	Resiliency plan needed during emergency events	Establish plan for meeting community resiliency needs during community-wide emergencies
Development pressure	Pressure from development around airport on all sides	Maintain airport utility as an asset to community

TABLE 1-8
COMMUNITY

COMMUNITY		
Topic	Challenge	Vision
Aviation museum	Highlight the historical significance of U42	Plan for aviation museum to promote Utah aviation history
Learning center	Capitalize on opportunity for aviation schools and learning centers	Plan for experimental learning center facility
Charity	Charitable events help engage the community in a positive way	Continue and grow charitable events that promote aviation in a positive light and engage community members
Runway location	Soccer fields impact runway protection zone	Evaluate solutions to determine how to resolve land use conflict

TABLE 1-9
SUPPORT FACILITIES

SUPPORT FACILITIES		
Topic	Challenge	Vision
Fixed Base Operator (FBO)	SLCDA desires private company to manage FBO	Bring in private sector FBO management
Electric aircraft	Infrastructure needed for electric aircraft charging	Plan for infrastructure to support charging of electric aircraft
Utilities	Need utilities on east side of airport	Plan for utilities on east side of airport
Deicing	Corporate traffic needs deicing	Provide deicing for corporate aircraft
Repurposing structures	Can trailers be repurposed for facilities such as flight schools?	Explore possibility of repurposing trailers for facilities such as flight training
Fuel storage	Need additional capacity for storing fuel	Accommodate all fuel storage needs with adequate capacity; Plan for growth of fuel facilities
Air cargo/future tech	Need to incorporate potential for future cargo transportation methods	Consider future technologies for cargo transport in planning

TABLE 1-10
AIRPORT FINANCES

AIRPORT FINANCES		
Topic	Challenge	Vision
Airport leasing policies	Balance airport and tenant needs in leasing practice	Track and provide fair market rate leases for reasonable term lengths
Economic development	Investor attraction	Make U42 attractive to investors and economic participation
Airport minimum standards	Establish new Minimum Standards for airport	Regular review and update of minimum standards; Balance benefit with burden on tenant businesses
Marketing	No marketing/branding plan for U42	Create marketing and communications plan for public outreach
Return on investment	Development needs to provide return on investment	Ensure lease practices generate revenue generation and adequate return on investment
Renewable energy impacts	Integrate renewable energy costs into rate/fee structure	Create fair rate structure for any new energy sources

1.4 AIRPORT GOALS AND OBJECTIVES

Through airport leadership input and the stakeholder visioning process, a set of goals and objectives for the airport master plan and future planning efforts has been established. These are intended to be used as a framework to provide context and balance throughout the master plan study. It is important to note that not all goals can be analyzed and completed during the airport master plan and the intention of these goals and objectives is to inform future planning efforts and studies for the airport. Aviation industry trends are incorporated into each of the following goals and objectives. These should be reviewed and revised regularly as the Airport operating environment evolves.

1.4.1 Airside Goals and Objectives

Goal: Plan for, and operate, a safe and efficient airfield that meets the needs of the current and future fleet mix.

Objectives:

- » Provide safe and efficient airfield configuration through implementation of FAA design standards.
- » Investigate existing runway alignment in relation to systemwide airspace safety and capacity.
- » Identify potential airfield/airspace enhancements and determine cost/benefit trigger points for implementation.
- » Identify trigger points for airfield/airspace enhancements to provide infrastructure capable of meeting performance requirements for current and future fleet mix.
- » Ensure airfield pavement strengths can safely accommodate critical aircraft.
- » Promote economic development on Airport property and coordinate as necessary to support compatible development off-airport.
- » Promote integration of new technologies driven by customer demand.
- » Provide a mix of based aircraft storage options as driven by customer demand.
- » Provide demand triggers and qualitative/quantitative justifications for airport capital improvement needs. EONS sustainability principles (including tangible and intangible costs and benefits) should be considered in evaluation of development alternatives.
- » Keep the Airport Layout Plan current as required by FAA to properly represent airport facilities and future development plans.

1.4.2 Airspace Goals and Objectives

Goal: Provide a safe environment for aircraft operating at/around the Airport and people/property within the communities underlying the influence area of aircraft operations.

Objectives:

- » Eliminate existing obstacles/obstructions and prevent future obstacles/obstructions to airspace (Part 77 and TERPS) through intergovernmental coordination, updates to the existing Airport Overlay Zone, upholding the FAA 7460 process, and/or the acquisition of land or aviation easements where appropriate.

- » Coordinate with FAA to provide flight procedures capable of meeting all user performance requirements for both SLCIA and U42.
- » Coordinate with navigational aid owners (federal and state) to provide safe and reliable equipment to airport users.
- » Plan to safely accommodate drone operations within the local airspace system through tools such as designated corridors and staying involved and current on evolving federal regulations.

1.4.3 Landside Goals and Objectives

Goal: Plan for, and provide, safe, accessible, and thoughtfully designed landside facilities that support airport user needs and integrate seamlessly into the local/regional transportation system.

Objectives:

- » Plan for, and design, landside facilities that provides a safe, efficient, and high-quality customer experience.
- » Integrate Airport planning into regional transportation plans.
- » Provide integrated on-airport landside roadway/transportation system into the regional multi-modal transportation network.
- » Develop, construct, and maintain an intuitive, branded, full-coverage wayfinding system which integrates South Valley Regional Airport into the regional transportation system.
- » Identify key utility corridors and preserve right-of-way for critical utility infrastructure.
- » Identify impacts of alternative energy and autonomous vehicles to landside facilities and plan for needs to accommodate these new and emerging technologies.
- » Beautify airport facilities through sustainable landscaped environments.

1.4.4 Land Use Goals and Objectives

Goal: Establish locally coordinated land use policies that make highest and best use of airport land and promote compatible off-airport development.

Objectives:

- » Establish long-term land use plans that define highest and best use of airport land (aeronautical and non-aeronautical).
- » Work with impacted community officials to continually review/update existing zoning practices to preserve and protect airport operations and local airspace.
- » Work with community landowners and developers to ensure adjacent off-airport land uses are compatible with airport operations.
- » Partner with community networks to promote compatible off-airport development and equitable access via regional transportation networks.
- » Identify and purchase any strategic properties near the airport to protect its long-term utility.

1.4.5 Tenants/General Aviation Goals and Objectives

Goal: Develop safe, efficient, and sustainable general aviation facilities with an emphasis on providing a high-quality user experience.

Objectives:

- » Identify land to preserve for future development, access right of way, and utility corridors.
- » Provide utilities necessary to spur private investment in aeronautical facilities.
- » Plan for co-location of certain compatible general aviation facilities that create synergistic effects. Conversely, separate uses that conflict with one another and/or create safety concerns.
- » Coordinate with state agencies to provide safe vehicular access to all landside areas of the Airport.

1.4.6 Sustainability and Environmental Goals and Objectives

Goal: Act ethically and with consideration to the broader SLCDA sustainability goals when forming policies, performing daily operational activities, or making capital investment decisions.

Objectives:

- » Develop a sustainability master plan for the Airport.
- » Develop and promote policies that minimize/mitigate/eliminate all negative externalities created by the airport and aircraft operations.
- » Provide and promote a recycling and waste reduction program for the airport.
- » Explore the implementation of alternative and renewable energy options that meet user demand, minimize community/environmental impacts, and create opportunities for the airport to produce/provide clean energy independent of the existing energy grid.
- » Become energy independent to sustain operations, provide community support, and promote community resiliency during emergency disasters.
- » Work with surrounding jurisdictions, land developers, and property owners to promote compatible land uses in areas exposed to aircraft overflights to preserve integrity of safe airport operations and prevent the placement of unnecessary burdens on property owners.
- » Operate according to best practices in relation to spill prevention and preservation of water quality.

1.4.7 Community Goals and Objectives

Goal: The Airport will collaborate with local community leaders to promote and protect the utility of the airport to meet local/state transportation needs by providing its general aviation reliever role within the SLCDA airports system.

Objectives:

- » Support sustainable economic growth within the region.
- » Form plans and make capital investments that adequately address airport issues and satisfy local, state, and federal regulations.

- » Encourage development of on- and off-airport land with investments that create economies of agglomeration reliant on airport access.
- » Discourage unnecessary late-night noise related to airport operations.
- » Work with local governments and agencies to coordinate aviation-related public events with positive community impacts.
- » Support charitable activities which encourage positive interactions and grow social capital within the community.
- » Encourage development of educational and training facilities on, or near, airport property.
- » Promote the importance of the Airport as a community asset which provides economic opportunities through regional access.
- » Promote and support compatible development and land use policies that protect airport operations and property owners within a defined airport influence area.

1.4.8 Support Facility Goals and Objectives

Goal: Plan for, and operate, top-tier support facilities to meet Airport operational needs.

Objectives:

- » Incentivize private FBO management to discontinue SLCDA management of FBO.
- » Provide deicing facilities/services.
- » Provide sufficient facility space in an efficient layout for equipment movements for all airport maintenance operations on the Airport.
- » Store all maintenance equipment under structured cover free from inclement weather which reduces life of equipment.
- » Humanely prevent/discourage wildlife from interfering with safe airport operations.
- » Regularly evaluate fuel storage capacity need, fuel types, optimal location(s), and delivery methods.

1.4.9 Airport Financial Goals and Objectives

Goal: Operate in a financially self-sustaining manner and take advantage of available outside funding opportunities.

Objectives:

- » Meet all FAA grant assurances to remain eligible for federal funding of approved capital projects.
- » Secure adequate return on investment for all capital improvements.
- » Enact land lease policies which provide opportunities for tenant businesses to thrive while still keeping pace with market rates.
- » Track and monitor airport lease policies through benchmarking against peer airports to stay current with industry best practices.
- » Identify and leverage alternative funding methods for capital development projects.
- » Regularly review airport compliance documents and update as appropriate to sustain airport economic viability.
- » Study and enact policies which support and appropriately capture necessary revenues from alternative energy sources used at the airport.