

Iowa Aviation Conference

April 21, 2011

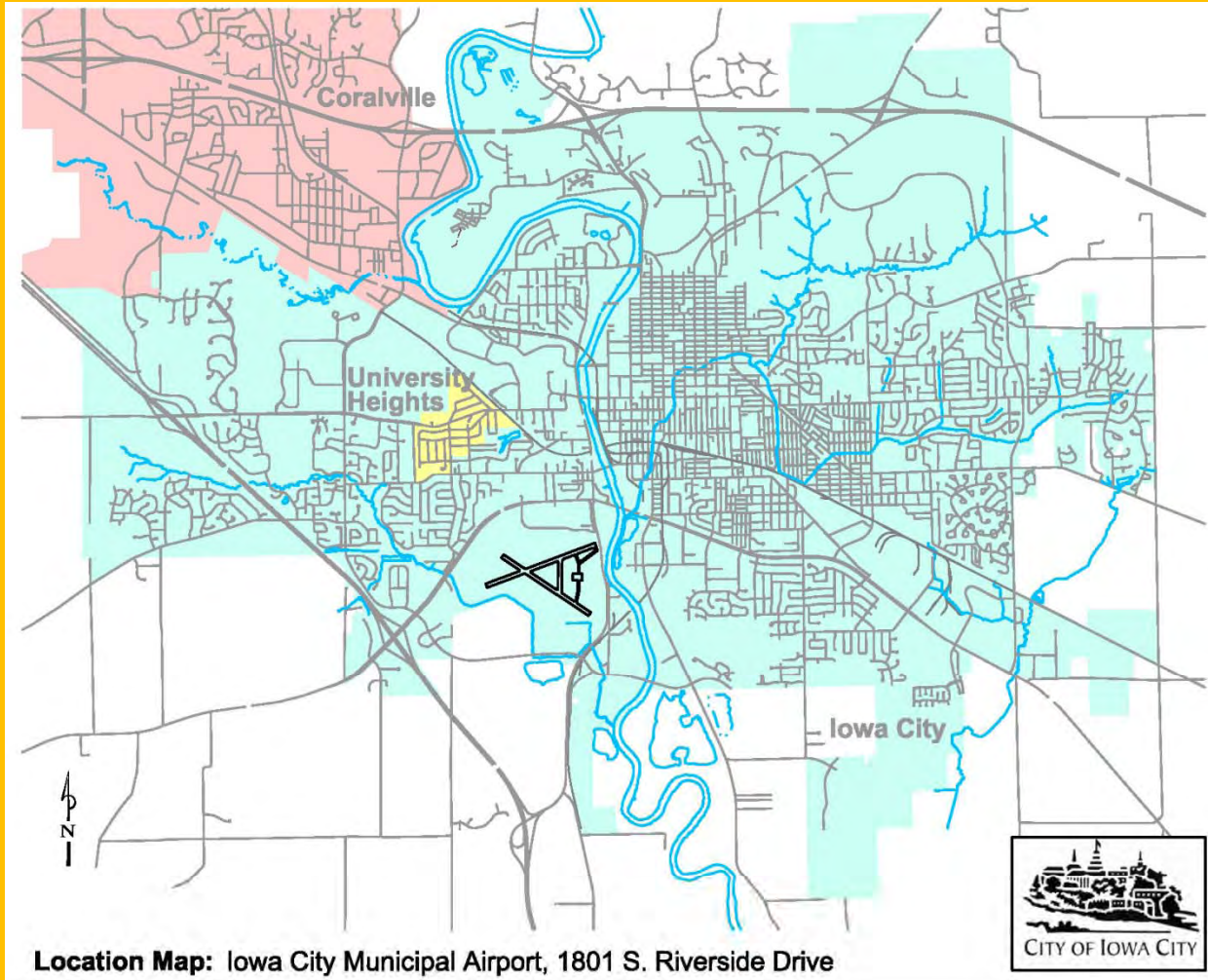
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City of Iowa City



CITY OF IOWA CITY

Iowa City Municipal Airport Five Year Strategic Plan 2011-2015





- Located two miles southwest of downtown Iowa City.
- Principal economic growth area within the state of Iowa.

Introduction

The Iowa City Community



- Home of the University of Iowa, with a student body of approximately 30,500.
- The Iowa City Municipal Airport is integrated into the activities of the University of Iowa, including the University of Iowa Hospitals and Clinics, the medical college, the other academic colleges, and the athletics department.

History



- First recorded flights in 1918.
- Public ownership established in 1929.
- In 1940 Runway 12-30 extended in an effort to provide a base of defense for the Rock Island Arsenal.

History



- 1941 first concrete paving of an Iowa City Municipal Airport runway.
- In 1944 the Iowa City Airport Commission was formed.
- Between 1930 and 1972 commercial passenger flights were available at the Iowa City Municipal Airport.

Operations and Facilities



- The Iowa City Municipal Airport is the third most active general aviation airport in Iowa.
- Eighty-four aircraft are based at the airport.
- The airport conducts approximately 36,000 flight operations annually. These operations generate \$11.2 million of activity into the local economy.

Operations and Facilities



- Existing facilities include 2 runways, the terminal building, a maintenance facility, hangars, and fueling facilities.
- Existing runway dimensions are 3,900x75 ft (Runway 12-30), and 5,004x100 ft (Runway 7-25), and are can accommodate larger aircraft than many other general aviation airports.

Operations and Facilities



- The terminal includes a pilot's lounge, a weather briefing room, a lobby, a classroom, and administrative office facilities.
- Fueling facilities are provided for the Fixed Base Operator. The Fixed Base Operator offers fuel sales, charter service, maintenance, flight lessons, and other support services.

Operations and Facilities



- Two flight schools
 - Iowa Flight Training (airplane)
 - Whirlybird, Inc. (helicopter)

1992 Airport Relocation Study



- In 1992 a consultant was hired to consider the possible relocation of the Iowa City Municipal Airport.
- Several alternative sites were evaluated.
- After much deliberation it was determined by the Iowa City City Council that the airport would remain at the existing site.
- The City Council directed that a master plan be completed to ensure safe aviation operations into the future that are consistent with the requirements of the Federal Aviation Administration.

1996 Master Plan

- The master plan evaluated several alternatives.
- Extend Runway 7-25 by 800 ft.
- Realign Dane Road.
- Close and demolish a portion of Runway 18-36 to allow the extension of Mormon Trek Boulevard.
- Remove the old United Airlines hangar.



1996 Master Plan

- A program is in place for completing the elements of the 1996 master plan as federal funds become available.
- Work has been completed on the runway extension.
- Mormon Trek Blvd. has been completed south of the Airport.
- Master Plan elements remaining call for a parallel taxiway to both runways and expanding aircraft parking and ramp space.
- Hangar capacity to be expanded as demand necessitates.



What is Strategic Planning?



- Process of preparing a vision of the future.
- Where are we now? Where do we want to be at some point in the future?
- How do we get there?
- Establish process for measuring progress.

Move Forward in a Positive Manner



- Community support
- Realistic expectations
- Budget realities and available resources

A Strategic Plan is Never Finished!



- As soon as the initial plan is finalized, prepare for the process of review and reconsideration
- Otherwise the plan becomes out-of-date

Pitfalls

- Not acknowledging that changed environments call for revision of the strategic plan
- Only community leaders participate in the strategic plan
- Highest levels of community leadership do not commit to the strategic plan
- Unrealistic expectations in terms of available resources
- Overcomplication!

To Proceed: Process Facilitator



- Someone without emotional or financial attachment to the airport
- Someone who is knowledgeable of the community
- Someone who can manage the various opinions in a detached manner

Original 2006 Iowa City Municipal Airport Strategic Plan

- First Strategic Plan
- 5 year plan – prepare for 2011 update

Iowa City
Municipal Airport
Five Year Strategic Plan

FY2006 – 2010

December 2004

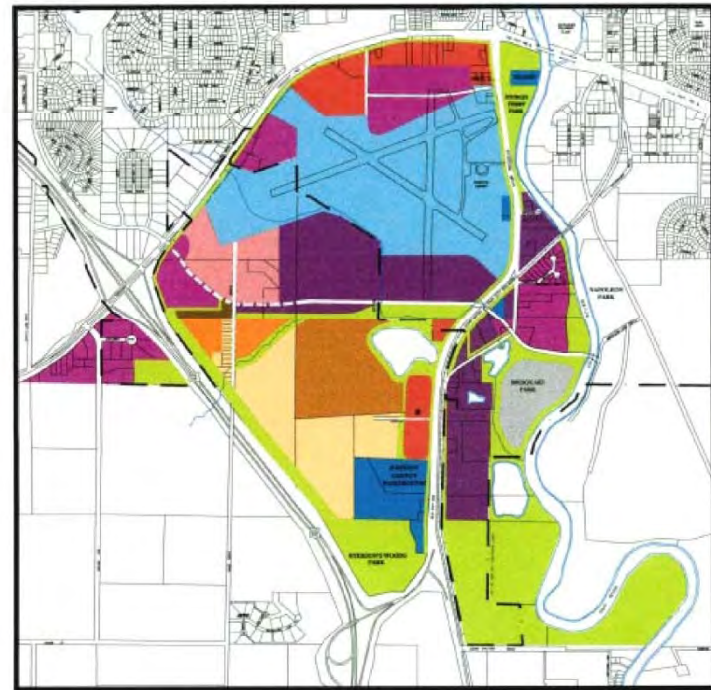


CITY OF IOWA CITY

1. Begin the Process: What does Iowa City's adopted Comprehensive Plan say about the Airport?

- Review prior to Airport Commission getting into the meat of the Strategic Plan update

**South Central District
Future Land Use Scenario**



2. Public/Stakeholder Input Session(s)

- Both public meetings and Web-based
- Outreach to specific groups: aviators, Chamber of Commerce, University of Iowa, neighborhoods around the airport
- Fixed-base operator



Iowa City Municipal Airport Strategic Plan Table: Summary of Public Comments Received

- There is a need for more and/or upgraded hangar space.
- There is a need for a better promotion of the Airport (Several suggestions given)
- Old Highway 218 needs a sidewalk.
- Neighborhood concern with noise generated by the Airport (Several suggestions given)
- Need better signage identifying the Airport.
- Old Highway 218 entryway aesthetics need to be improved.
- Terminal building needs to be refurbished and improved. (Several suggestions given)
- Need a restroom facility for when the Airport is closed.
- Existing industrial land in Iowa City should be sold before developing the area south of the Airport for industrial development.
- The Airport Commission should expand its membership to include a county resident who is not an Iowa City resident.
- There is \$12 million annually in economic benefit to the community from the Iowa City Municipal Airport.

3. Update Operations and Facilities sections of the 2006 Strategic Plan

- History
- Nature of operations and facilities
- Impact on local economy
- Inventory of facilities
- 1996 Airport Master Plan: FAA regulations and safety guidelines

4. Re-evaluate the 2006 Vision Statement:

- *What do we want the Iowa City Municipal Airport to be in 2015?*
- *The Iowa City Municipal Airport, through the direction of the Airport Commission, will provide a safe, cost-effective, general aviation airport that creates and enriches economic, educational, healthcare, cultural, and recreational opportunities for the greater Iowa City area.*

5. Re-evaluate the Mission Statement. What needs to be done to reach the Vision for 2015?

- *The mission of the Iowa City Municipal Airport is to support the strategic goals of the City of Iowa City and to meet the needs of its stakeholders.*

6. Givens

- Agree at the beginning of the process on what elements will be accepted as “givens” and not open to scrutiny in the strategic planning process.



Givens

1. That Iowa City will have a General Aviation Airport
2. That it will be at the existing location of the Iowa City Municipal Airport
3. That it will be approximately the size of the existing Iowa City Municipal Airport site
4. 1992 Relocation Study



7. Strengths and Weaknesses Exercise

- SWOT analysis: strengths, weaknesses, opportunities, threats
- Brainstorming and prioritization
- Sheets on the wall and Scoring with dots



Votes**Strengths**

- | | |
|---|---|
| 8 | Location provides good access to the remainder of Iowa City |
| 5 | 24-hour fueling |
| 5 | State and Federal funding success |
| 5 | Longer runways will accommodate new aircraft |
| 4 | Successful within limits of Airport property |
| 4 | New runways |
| 4 | Stable management structure |
| 4 | Improved relationship with City |
| 4 | Increased economic impact |
| 4 | Master Plan implementation |
| 4 | Strong, stable FBO |
| 3 | Improved fiscal management |
| 3 | Strong, active, diverse aviation community |
| 2 | Public viewing area |
| 1 | Community activities held at Airport |

Votes**Weaknesses**

8	Need to develop other income sources
6	Need more hangar space
5	Aging non-aviation infrastructure (buildings, HVAC, access roads)
4	Bad pedestrian and bike access
4	Need storage for equipment and vehicles
4	Inadequate promotion of Airport
4	No emergency operations plan
4	Lack of precision approach
3	Inadequate and aging hangars
3	Political sensitivity of General Aviation airports
3	Need 24-hour restroom facilities
3	Need signage lighting on airfield
2	Reliance on State and Federal funding for infrastructure
2	Need better Airport and Airport facilities directional signage
2	Lack of security plan
1	Lack of security fence
1	Funding for operations
1	No emergency shelter
0	Poor aesthetics of Airport property
0	Poor aesthetics of US 218 corridor
0	Location restricts growth

8. Develop Goals and Strategies

- 1. Maintain effective management structure and strong communication with the City Council and City administration.**

Strategies

- Airport Commission adopt the strategic plan and present to the City Council.
- Reevaluate job description and duties of the Airport Operations Specialist.
- At least quarterly, Airport Commission member or Airport Operations Specialist will attend City Council meetings to give an update on airport activities.
- Airport Operations Specialist will attend weekly City staff department head meetings.
- Provide an annual report to the City Council on airport operations.
- Individually invite City Councilors for a tour of airport facilities.
- Invite City Manager's office staff for a tour of airport facilities.
- Participate in annual Capital Improvements Program preparation and presentation to the City Council.
- Update Airport Emergency Operations Plan.



Goals and Strategies

- 2. Develop and maintain adequate funding mechanisms for airport operations and improvements, and increase revenue generated by airport operations.**

Strategies

- Identify funding sources and apply for federal, state, and private funding each year.
- Annually evaluate and revise as needed sources of revenue such as fuel sales, hangar leases, airport fees, and non-aviation uses.
- Sell or lease Aviation Commerce Park property to generate income.
- Communicate with state and federal officials on the value of funding for General Aviation airports.



Goals and Strategies

3. Increase use of the airport for aviation and other community uses.

Strategies

- Develop and implement an airport marketing plan with measurable objectives.
 - Market 24-hour fueling capabilities and recently constructed new runways which accommodate new aircraft.
 - Market the use of airport charters, rentals, and flight schools.
 - Better marketing of airport facilities for non-aviation uses.
- Include in the annual report a summary of airport use.
- Increase use of second floor terminal building conference room for non-airport uses.



Goals and Strategies

4. Increase the usefulness of the airport for economic development.

Strategies

- Allow for privately funded hangar construction.
- Develop a closer relationship with the Iowa City Area Development Group, the Chamber of Commerce, the University of Iowa Entrepreneurial Center, and other economic development organizations.
- On an annual basis, track the number of flights by type.
- Host more events designed to draw attention to the airport as it relates to Iowa City area businesses.
- Increase welcoming and hospitality efforts.



Goals and Strategies

5. Upgrade taxiways, runways and other airport infrastructure.



Strategies

- Each year by October 1 the Airport Operations Specialist shall provide a runway, taxiways, and ramp condition report.
- Each year by October 1 the Airport Operations Specialist shall provide an airport vertical infrastructure condition report.
- Acquire funding for annual improvements to ensure that all surface areas are in safe and functional condition.
- Ensure adequate budgeting and programming for repair and replacement of aging aviation and non-aviation infrastructure, in particular hangars, buildings, HVAC systems, and access roads.
- Develop a plan for interior storage for airport equipment and vehicles.
- Focus on expansion to 24-hour operation of the airport, including 24-hour restroom facilities.
- Improve the lighting of airfield signage.
- Improve directional signage identifying location of airport facilities.
- Develop a plan for an emergency severe weather shelter.

Goals and Strategies

6. Enhance appearance, curb appeal, and accessibility of the airport; develop a public viewing area on the airport grounds.

Strategies

- Complete public viewing area.
- Identify and apply for appropriate grants.
- Improve landscaping in and around the terminal building and entry drive.
- Enhance airport and airport facilities signage.
- Better maintenance of existing airport facilities sidewalks.
- Implement existing unfunded Capital Improvement Program project for construction of a sidewalk along Old U.S. Highway 218.



9. Implementation Plan

- Prioritize. For a 5-year plan, prioritize year 1, years 2-3 and 4-5



10. Public Hearing and Airport Commission Resolution Adopting the Strategic Plan

RESOLUTION NO. A10-03

RESOLUTION APPROVING THE IOWA CITY MUNICIPAL AIRPORT FIVE-YEAR STRATEGIC PLAN FY2011-2015.

WHEREAS, the Iowa City City Council has appointed a five-person Iowa City Municipal Airport Commission; and

WHEREAS, the Iowa City Municipal Airport Commission is to set the policy for the operation of the Iowa City Municipal Airport; and

WHEREAS, the Iowa City Municipal Airport Commission has completed the five-year strategic plan update for FY2011-2015.

NOW, THEREFORE, BE IT RESOLVED BY THE AIRPORT COMMISSION OF THE CITY OF IOWA CITY, IOWA, THAT the Iowa City Municipal Airport Five-Year Strategic Plan FY2011-2015 is hereby adopted.

It was moved by Rettig and seconded by Crane the Resolution be adopted, and upon roll call there were:

AYES:

NAYS:

ABSENT:

Crane
 Farris
 Gardinier
 Horan
 Rettig

Passed and approved this 15 day of April, 2010.


Chairperson

ATTEST:


Secretary

Approved by


City Attorney's Office

11. Presentation of Plan to the City Council



12. Use the Strategic Plan as a Management Tool

- ➔ Regular Updates: Examine Implementation Plan. How are we doing?
- ➔ Performance Evaluation of the Airport Manager

Questions...

THANK YOU!



CITY OF IOWA CITY