



# SECTION 1

## GOALS AND OBJECTIVES

### 1.1 INTRODUCTION

The Nampa Municipal Airport (S67), which is owned and operated by the City of Nampa, Idaho, is a key aviation resource to the Treasure Valley area. In July 2008, the City authorized the preparation of a Master Plan Update through a Federal Aviation Administration (FAA) grant. In general, an airport master plan establishes a framework and understanding of organizational vision and mission along with clear goals and objectives, provides guidance for future airport development in a financially feasible manner, maximizes its safe and efficient use, and enhances the environmental soundness of the Airport within its environs.

The master planning study is intended to span approximately a 20-year period; however, certain aspects of the recommended plan will take into consideration expansion beyond the final planning horizon. The intent is to maintain a flexible framework, to allow for contingencies which are increasingly a part of airport development, and to not in any way propose a rigid program which would inhibit the City's ability to respond to circumstances that cannot be reasonably predicted at this time. The study culminated in 2010, when a strategic capital improvements program and attendant airport layout plan set were recommended to the City of Nampa for implementation. The 20-year program identifies improvement items in 5-year incremental periods, and focuses on short,

intermediate, and long range periods throughout the planning horizon.

The master plan elements were conducted in accordance with FAA guidelines established in Advisory Circulars AC 150/5070-6B, Airport Master Plans, and AC 150/5300-13, Airport Design. Specific elements included as part of this master plan are:

- inventory,
- activity forecasts,
- demand/capacity analysis and facility requirements,
- alternatives development,
- environmental review,
- financial plan, and
- airport layout plan drawing set preparation.

### 1.2 COORDINATION PROCEDURES

Master Plan study activities and coordination during the life of the project occurred both internally within the City as well as externally through specific public outreach efforts. Final approval of all recommendations rests with the City of Nampa, in concert with recommendations brought forward by the designated Airport Commission, following the review and approval by the established Technical Advisory Committee and the airport staff.

Throughout the various phases of the study, the airport staff was responsible for the study's



administration, providing direct guidance to the study Consultant, Kimley-Horn and Associates, Inc. Kimley-Horn is further supported by subconsultants Jacobs Engineering Group, Inc., Wilbur Smith Associates, Inc., Bionomics Environmental, Inc., and 3di West.

Over the course of the Master Plan execution, the Consultant Team, working with the City and airport staff, conducted a series of informational meetings and workshops aimed at disseminating information to various groups residing both on and off airport property. To facilitate a heightened awareness amongst these groups and to solicit valuable input to the study process, a “Technical Advisory Committee” (TAC) was formulated which represented key stakeholders and interested entities. This Group participated throughout the conduct of the study process and was involved at key milestones and on important deliverables of the study. The Group was comprised of representatives from the following:

- City of Nampa
  - Mayor’s office
  - City Council
  - Public Works
  - Engineering
  - Planning and Zoning Department
  - Economic Development
- Airport Commission
- Canyon County, Planning and Zoning
- Federal Aviation Administration
- Idaho Transportation Department – Aeronautics
- Various Airport Tenants/FBOs – Avcenter, T-Craft, Kachina-Helijet, EAA, Warhawk Museum
- Nampa Chamber of Commerce
- Community Representatives

In total approximately 20-25 individuals were included in the Group’s membership. In accordance with tasks identified in the Scope of Services, the Consultant collected the pertinent inventory data, performed the necessary analyses, and developed a series of conclusions and recommendations for the Airport over the ensuing 20-year planning period. Documentation of these efforts was assembled and published in Working Papers to support various decision points or review periods throughout the study. These Working Papers were distributed by the Consultant to the Airport and City staff, and other identified agencies for review and comments. The TAC received specific excerpts of these technical analyses and findings to support their understanding of the master plan process, the issues, the approach to each unique problem or issue, and the ultimate findings and recommendations. Comments from all parties were received by the Consultant team and incorporated, as appropriate in subsequent analyses. Meetings with the Airport and City staff, the TAC, and other agencies were conducted at key milestones during the study to discuss these specific issues and findings, and to reach consensus on recommendations for future airport activities.

The TAC met five (5) times throughout the life of the study at the following intervals:

- 1) Strategic Visioning and Goal Setting – September 10, 2008
- 2) Aviation Activity Forecasts – November 18, 2008
- 3) Facility Requirements and Alternative Development Concepts – July 30, 2009
- 4) Financial Plan – January 26, 2010



- 5) Final Plans/Technical Report Wrap-Up – Not yet scheduled

Additionally, specific briefings to other City departments were conducted by the Consultant Team to provide briefings on the conduct and status of the Master Plan Update. Airport staff and the Consultant continued a regular process of updating the Airport Commission on the study progress on monthly intervals. These updates will provided an overview of the team, the study purpose, the study process itself, and schedule updates, along with key findings and recommendations to the City by the Consultant Team. These briefings took place at the following three (3) intervals:

- 1) Project Kickoff and Strategic Visioning – September 9 & 10, 2008
- 2) Aviation Activity Forecasts and Facility Requirements – January 22, 2009
- 3) Final Plans/Technical Report Wrap-Up – Not yet scheduled

In keeping with the intent of the project and its scope of services developed jointly by the City staff, the FAA, and the Consultant Team, public involvement was a cornerstone of the study. Public involvement through open format workshops and presentations occurred at three (3) key junctures in the planning process to both provide valuable information on the growth of the Airport, as well as seek critical input to ensure the study’s success and acceptance. These workshops took place at the following three (3) milestones:

- 1) Aviation Activity Forecasts and Facility Requirements – January 22, 2009
- 2) Alternative Development Concepts – July 20, 2009

- 3) Financial Plan and Final Plans/Technical Report Wrap-Up – January 26, 2009

Prior to technical analyses being submitted to the Federal and State agencies for review and approval, coordination with the Airport Commission and airport staff was also ensured. Through the stepped TAC involvement, these agencies were apprised of the study process, the solicited input, and significant findings and recommendations. Based on valued input from the City and airport representatives, the study technical work products were refined as deemed appropriate, and submitted to the FAA and Idaho ITD Aeronautics for review and approval. Throughout the life of the project, City and airport staff have ensured that both oral and written comments were welcome into the study process and that all input was incorporated and addressed to the highest degree possible. Maintaining a feasible and compatible plan through economic, operational and environmental compatibility became a hallmark of the study.

### 1.3 PURPOSE OF THE STUDY

The purpose of the master plan study is to establish a long range development strategy or “blueprint” for the sustained, and responsible, growth of the Airport through 2028, which seeks to balance airport growth against the need to minimize impacts on the surrounding environment. In doing so, the study shall focus on optimizing operations at the airport, providing flexible options for growth, while identifying possible areas on-airport suitable for new facilities, by performing the following:

- Inventory of Facilities and Services
- Aviation Activity Demand Forecasts



- Facility Requirements (preceded by Demand/Capacity analyses)
- Justifiable Facility Improvements
- Phased Capital Improvement Program
- Airport Layout Plan Drawing Set

The Master Plan improvements should satisfy projected aviation demand, ensure the safety of airport operations, and be compatible with the environment, community development and other transportation modes. Above all else, the Master Plan must be technically sound, practical and economically feasible. The airport plans are submitted to the FAA for approval and for FAA's use in evaluating grant requests and other actions involving the Airport. Thus, the Master Plan provides guidance on the priority of airport development projects to be submitted to the FAA for funding. As such, this study will update previous master planning efforts. In general, the master plan will develop a City of Nampa vision for the Airport, along with clear goals and objectives, to provide guidance for future airport development in a financially feasible manner, to maximize its safe and efficient use, and to enhance the environmental soundness of the Airport within its environs.

Specifically the purpose of the Master Plan Update is to:

- Illustrate through demand forecasts, the growth in activity that is anticipated at Nampa;
- Provide an indication of Nampa's plans for infrastructure enhancements in light of its continued role in the Treasure Valley;
- Provide a useful tool for communicating to a broad range of stakeholders

- including tenants, local government, community groups, and state and federal agencies, to allow them to make well informed decisions;
- Supplement long-term resource planning for local and regional bodies, particularly in the preparation of local plans and strategies;
- Help Nampa establish the key milestones of airport development, carefully triggered by demand, and supported by adequate justification for implementation;
- Demonstrate the probable costs required over the life of the study and ensure that the program is financially viable;
- Enable the City of Nampa and others to assess local social and environmental impacts and provide an opportunity to develop preliminary proposals on how those impacts could be mitigated, as appropriate; and
- Provide a consistent and publicly available vehicle for the continued involvement by government, users, and the general public.

In concert with updating the plan, specific goals and objectives have been identified and are enumerated in the following subsection.

#### 1.4 STRATEGIC FOCUS

To aide in the preparation of the guiding goals and objectives for the Master Plan Update, a work session was held with airport staff and key City leadership at the very outset of the project. This work session was intended to address the establishment of long range visioning ideas for the Airport and its operation. To further support the development of goals and objectives, a SWOT (Strengths, Weaknesses, Opportunities and



Threats) analysis was also conducted. Through these efforts, the participants and Consultant team became better aligned and focused on the desired study objectives. The following subsections outline the work session topics and their respective outcomes.

#### **1.4.1 Visioning**

'Visioning' is a collective exercise where the main objective is to make the problem and solution visual. It follows the age-old communication advice: show, don't tell. Collective visioning exercises, carried out in a group, are used to define and help achieve a desirable future condition, and are typically carried out as part of strategic planning, but in this case, master planning. Through this process, participants are able to describe ideas and images that will help guide changes at the Airport in the master planning process. This very process was employed as the focus of a work session with a discrete leadership group. The group formulated ideas targeting a 'situational analysis' of the current status of the Airport, followed up by articulated ideas of what the Airport's future state should reflect. These future ideas began with a reminder of the current airport mission and vision statements, and included needed improvements, role definition, community involvement, and possible scenarios of growth to name a few. As a result, all ideas when combined with the subsequent SWOT analysis will enable a more clear expression of concise goals and objectives for airport operational and development enhancements. The following summarizes the many ideas discussed and carried forward in the master plan.



Situational Analysis	Future Condition
<p>Marginal runway length that satisfies today's users</p> <p>Adequate navigational aids, but AWOS needed for certified weather, thereby supporting instrument approaches</p> <p>Community unaware of airport deficiencies or what they mean</p> <p>Airport provides compliment of aviation service providers and one full service FBO on the field</p> <p>Lack of reliever airport status – possible competition with Caldwell for \$ and business</p> <p>Capacity problems exist with airside, property, hangars and apron space</p> <p>Largely unknown to public, including the airport's economic impact to the overall community</p> <p>Marginal staff levels needed to operate the airport at the desired level</p> <p>Challenge of meeting tenant objectives vs. growth objectives</p> <p>A resistance to change may exist by many of the tenants</p> <p>Comprehensive plan addresses the airport, but only in a cursory manner</p> <p>Great deal of pride and support seen by tenants</p> <p>Good balance of user types/levels and sophistication</p> <p>Corporate focus – higher level of service</p> <p>Risks:</p> <ul style="list-style-type: none"> <li>• Incompatible encroachment around the airport</li> <li>• Lack of space to expand on airport</li> <li>• Loss of small airport culture</li> <li>• Economic development ignorance</li> <li>• Lack of funding</li> </ul>	<p>Airport should be relevant to and reflective of future economy of Nampa/region</p> <p>Self supporting and revenue generating in nature</p> <p>Possess a keen marketing focus to achieve objectives</p> <p>Airport and City strive to achieve Independent funding scenarios</p> <p>Airport becomes attractant to new industry</p> <p>Longer runway with associated facilities</p> <p>Increased apron space and better ramp utilization</p> <p>Adequate enforcement and staffing levels</p> <p>Approach protection – airspace</p> <p>Improved on-field communications using UNICOM to enhance safety</p> <p>Sufficient ground communications with Boise approach control to support IFR operations</p> <p>Continued focus toward high end corporate users, while protecting traditional users</p> <p>Balance between corporate and personal flight with adequate segregation of uses on the field</p> <p>Additional media output to substantiate facility improvements</p> <p>Use economic impact to gain support for facility improvements</p> <p>Preserve FAA funding levels to the maximum extent</p>



### 1.4.2 SWOT Analysis

Following the completion of the visioning work session, an additional work session was convened to target a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. The SWOT analysis will greatly aid in the pursuit of goals and objectives for the Airport, thereby enabling the articulated vision to be attained in the planning horizon or sooner. The purpose of a SWOT analysis is to identify the key internal and external factors that are important to achieving those objectives. SWOT analysis groups key pieces of information into two main categories:

- Internal factors – The strengths and weaknesses internal to an organization / entity.
- External factors – The opportunities and threats presented by the external environment.

For attainable objectives, SWOTs are used as inputs to the creative generation of possible strategies, by asking and answering each of the following four questions:

- How can the Organization Use each Strength?
- How can the Organization Stop each Weakness?
- How can the Organization Exploit each Opportunity?
- How can the Organization Defend against each Threat?

A cross-functional team (in this case, the leadership group) is best brought together to assess these aspects of an operation and represent a broad range of perspectives. In carrying out the

SWOT analysis, the leadership group was guided to the following key operational aspects of the airport: infrastructure/facilities, services, airport management/staff, economic development, natural environment, financial, public safety and security, and external factors (i.e., other airports, fuel prices, political climate, weather, etc.). The following summarizes a listing of those elements believed to be important to the airport as future goals and objectives:

#### Strengths

- Strong potential for growth in the region and at the airport
- Local economy's strength and diversity
- Economy bolstered by the following employment segments: high technology, government, higher education, manufacturing, and professional services
- Diversity of employment segments
- Affordability to conducting business
- Stable tax system, with low tax structure
- Low industrial rates resulting from efficient power production
- Undervalued real estate
- Employment costs are low in the region
- Pro business leadership
- Positive attractant to business
- State's overall focus on both international exports as well as international investment
- Rail access is abundant and nearby
- Regional center / location
- Construction affordability
- Strategically located in the Northwest from a logistics perspective
- Vast real estate available for development
- Attractive cost-of-living
- Strong, supportive political climate



- Local government leadership and community both have long term focus
- Strong community support for public projects; sense of community
- Higher quality FBO with extensive services and flight department
- Willingness to leverage local \$ on aviation with Federal and State match
- Informed public are more easily educated / understand return on investment (ROI) with aviation
- Positive atmosphere for aviation businesses
- Local government interest in airport in terms of overall support
- Climate and Weather are excellent for aviation
- Corporate potential
- Nampa has a strong aviation culture
- Accessibility to the backcountry
- Stable user group combined with a solid Management advantage

#### Weaknesses

- City/region is geographically isolated, requiring a high degree of self reliance
- Lack of North/South transportation corridors
- Viewed as a small town
- Small town mentality and culture may present challenges at the airport
- Constraints on finding/attaining alternative funding for municipal projects
- Limited bond issuance capacity
- Growth has been so rapid, it has been hard to keep pace with demand
- Overshadowed by Boise Airport
- Lack of an airport AWOS
- Lack of public awareness of the airport and its value

- Lack of airport terminal and FBO administrative space and ideal location
- Apron size and configuration
- Potential confinement of site by surrounding roadways and land uses
- Low budget priority placed on airport matters
- Lack of aggressive funding pursuits
- Lack of adequate staffing levels for airport administration
- Lack of airport focus in the City's comprehensive plan
- Lack of available hangars
- Lack of state funding to draw upon
- Decrease in FAA funding for GA airports
- Failure of the tenant base and the City to see airport as a business
- Inability to handle larger corporate jets

#### Opportunities

- Possibility to follow the lead of state in pursuing foreign investment at the airport
- Include airport in comprehensive plan for the City
- Opportunity from a timing perspective for planning for growth
- Opportunity from a timing perspective to also update minimum standards, rules and regulations
- Concentrate on FBO growth and expanded service offerings
- Work toward improved all weather capability through navigational aids (increases corporate basings and activity, increases training activity)
- Preliminary conceptual planning for Air traffic control tower siting and justification if need is determined
- Time now to plan...there may not be an opportunity to plan in the future



- Provision of additional space for landside facilities – secure additional space now
- Create a positive public awareness plan and form the correct public perception of the airport, its operation, and its value to the community
- Find and pursue independent ‘niche’ market in comparison to local airports (Caldwell and Boise)
- Consideration of additional runway length
- Larger corporate jet traffic
- Identify alternative funding sources or financing
- Investigate rates and charges in comparison to other airports, and modify as necessary
- Investigate opportunities to increase FAA funding
- Pursue more direct contact with FAA and Idaho Transportation Dept. by elected officials to create awareness of support/desire for the airport
- Push to better incorporate airport in Comprehensive Plan and Transportation Plan to Strengthen airport zoning ordinance, land use guidance with City of Nampa and Canyon County
- Input into county and city zoning/land use/permitting for building proposals
- Pursue remote communications facilities to support interface with Boise approach control
- Additional runway length at Caldwell
- Perception that Caldwell is business/commercially oriented vs. Nampa which is recreation/sport oriented
- Plans in place for future facility expansion
- Potential change in the political structure to better support the airport
- Political climate could change at Nampa which would cause lack/change in support and focus
- Risk of FAA/state/city decrease or loss in funding
- Loss of available land for future expansion
- Encroachment of residential and other incompatible land uses
- Limited duration to acquire available property (being acquired at rapid pace – driving prices up)
- Lack of a stormwater plan and future capacity
- Good old boy mentality
- Inability to increase staffing to support growth
- Lack of a local government supported, solid business/marketing plan
- Availability of fuel farm and the environmental implications
- Risk to existing FBOs by not having a strategy on competition (justifiable levels that will not put FBOs out of business)
- Not updating minimum standards such that legitimate businesses can operate/compete at an optimal level
- Not developing public awareness plan, jeopardizes chances of success with rates/charges, minimum standards,

### **Threats**

- Neighboring Airports
  - Ability to obtain an Airport Traffic Control Tower (ATCT) and precision instrument approach capability



upgrades, improvements, and public support

- Inability to solve capacity needs on a timely basis may make airport susceptible to traffic-based aircraft losses
- Overgrowth or No growth

### 1.5 GOALS AND OBJECTIVES

Master planning success largely depends on the effectiveness of established goals and objectives. Goals and objectives serve as the tie between technical evaluations of developmental plans and the explicit needs of the City, County and region.

Traditionally, airport master plans share a number of implicit goals that are adhered to throughout the planning process. More specific objectives evolve during the conduct of the study itself, as well as those outlined during the visioning and SWOT efforts. The following list of goals and objectives will be used to provide direction to the study process, the Consultant team, and the TAC during the course of this master plan:

#### Goal No. 1:

Provide an Airport that is Safe, Secure, Efficient, and Reliable.

##### Objectives:

- All-weather capability (navigational aids)
  - Pursue adequate justification and planning support with the FAA, ITD, and other agencies.
- Develop a comprehensive perimeter security plan and proactively identify impacts of possible TSA guidance changes and mitigating solutions.
- Analyzing police and fire responsiveness.

- Provide lighted airfield signage across all active areas of the airport.
- Protect all existing and future runway safety areas and runway protection zones from incompatible objects.
- To the extent possible, protect all FAR Part 77 surfaces associated with existing and planned facilities from incompatible land uses and objects.

#### Goal No. 2:

Ensure that the Airport is Consistent with Federal, State, Regional, and Local Growth Plans and Economic Development Policies.

##### Objectives:

- Partner with Federal, state, region, and city economic development groups to identify alternative funding sources.
- Integrate airport and airport-related development through interactive community planning and development policies.

#### Goal No. 3:

Provide Airport Physical Facilities at a Level Sufficient to Ensure Full Compatibility with Potential Aviation-Related Growth Scenarios.

##### Objectives:

- Enhance airport facilities to promote evolution toward more corporate activity by providing adequate capacity for airfield, landside, and utilities infrastructure.
- Maintain flexibility in plan to accommodate changing needs by recreational users and business users alike.



- Develop flexible facilities to support a variety of aircraft types.
- Develop a long term plan to provide airside and landside capacity to promote and support continued growth.
- Provide for expansion of general aviation facilities to meet projected requirements, and enhance the functional relationships between the fixed base operator facilities and the other tenants serving corporate aircraft.
- Minimize landside congestion and delay through functional access and space planning.
- Ensure that the airfield carries the highest maintenance focus, with landside facilities as a secondary focus.
- Ensure airport facilities are compatible with future plans for surface transportation in the vicinity of the airport.

**Goal No. 4:**

Address Environmental Feasibility and Compatibility in Plan Development with Neighboring Communities.

Objectives:

- Develop a sound off-airport land use plan for the airport influence area and work collaboratively to integrate it in the City of Nampa and the Canyon County land use and zoning plans through a mutually agreeable overlay ordinance for noise and height limitations.
- Develop and promote noise abatement procedures by:
  - 1) Developing a working relationship with the media.

- 2) Developing a plan to enhance awareness / image through electronic media and other activities.
- Work closely with local, regional, and Federal agencies to identify any key environmental issues that affect the feasibility of future development at the airport, and to ensure that recommendations do not conflict with or impact valuable natural resources.

**Goal No. 5:**

Provide a foundation for a financially sustainable airport operation through market awareness, competitive rates and charges, and tenant diversity.

Objectives:

- Develop a comprehensive marketing strategy that:
  - 1) Identifies new businesses that complement the existing base of on-airport businesses.
  - 2) Works in parallel with and partners with the local economic development initiatives.
  - 3) Is supportive of existing and future business objectives.
- Improve the overall airport profitability.
- Assess existing and future property for highest-and-best uses. (consider looking at adjacent properties south of the airport)
- Consider multiple funding sources and strategic, construction phasing to minimize airport, tenant, and user costs.
- Update, implement, and develop a business plan, marketing plan, rules and regulations, and upgraded minimum standards.



- Maintain a high Level-of-Service to the Airport's Consumers.

**Goal No. 6:**

Ensure the Airport Evolves in a Manner that is Both Flexible and Adaptable to Changing Conditions in the Aviation World.

Objectives:

- Develop the landside areas through the analysis of concepts which recognize the potential for expanded corporate aircraft fleets at Nampa.
- Consider the acquisition of adjacent properties to provide ultimate expansion capabilities for the Airport to satisfy potential aeronautical as well as non-aeronautical demand.
- Remain cognizant of the need to accommodate both existing and future aircraft fleet sizes while maintaining the current “intimate” culture of the current tenant base.