



# Sustainability Plan

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in association with



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# Chapter 1: SUSTAINABILITY OVERVIEW, SUSTAINABILITY MISSION STATEMENT, AND FOCUS CATEGORIES

The Coeur d’Alene Airport (COE) is developing this Sustainability Plan with the intent of incorporating sustainable goals to run a more efficient and effective airport. Sustainability initiatives could help the Airport reduce costs and provide net financial, operational, environmental and social benefits. The Airport is committed to the philosophy of running a more sustainable airport that upholds high standards for cost effectiveness, community involvement, safety and environmental awareness, while providing economic benefit to the region.

The first step in the development of the Sustainability Plan was to discuss the overall vision specific to Coeur d’Alene Airport. This involved defining “sustainability” relative to the Airport’s priorities and needs, creating a Sustainability Mission Statement, and identifying the Sustainability Focus Categories that are be a primary focus of this plan.

It is important to note that the definition, Sustainability Mission Statement and Focus Categories outlined within this Plan are only a starting point for sustainability work at the Airport. Sustainability planning by definition evolves over time to meet changing conditions. Therefore, these elements will likely evolve as priorities, conditions and technologies change. However, the sustainability definition, mission statement, and categories provide a tangible starting point for developing sustainability goals and initiatives based on the priorities of the Airport at the present time.



Several terms are used throughout this document. These include: “Definition of Sustainability,” “Sustainability Mission Statement,” and “Sustainability Focus Categories.” These terms, which capture the basic structure of the sustainability approach, are briefly defined in the bullet points below, and are discussed in more detail in the following sections:



- The **Definition of Sustainability** identifies what sustainability means specifically to the Airport, relative to commonly used industry definitions.
- The **Sustainability Mission Statement** identifies the overall vision of the Airport in terms of sustainability and how it relates to social, financial, operational and environmental factors. It highlights the broad vision of the Airport in general.
- The **Sustainability Focus Categories** are areas of interest for the Airport with regard to sustainability, in accordance with FAA’s scope of work for the sustainability pilot projects. These categories create the structure for developing sustainability goals, the initiatives that are developed to help meet the goals, and the metrics used to track the goals (see inset above).

## 1.1 Definition of Sustainability

There are several commonly used definitions of sustainability used in various industries. The applicability of a sustainability definition depends largely on the individual airport, environmental, and community factors. Because of this, in order to create a successful Sustainability Plan, the Airport must first determine how to describe sustainability on its terms, keeping in mind the existing mission statement and the individualized airport, community, and environmental characteristics.

Most parties that embark on sustainability planning use one of the more commonly cited sustainability definitions as a foundation, and then develop a Sustainability Mission Statement applicable to that organization to create an individualized sustainability policy. While there are several definitions of sustainability, one commonly used definition is the Airports Council International – North America (ACI-NA) definition, which was developed to be specifically applicable to airports. The ACI-NA definition is:



*“a holistic approach to managing an airport so as to ensure the integrity of the Economic viability, Operational efficiency, Natural Resource Conservation and Social responsibility (EONS) of the Airport.”*

EONS is an acronym used to recognize: Economic/financial, Operational, Natural and environmental, and Social resources. While many definitions of sustainability refer to the triple bottom line (i.e., Social, Environment, and Economic), stewardship of EONS resources is well-rounded for airports because it also incorporates the importance of airport operational efficiency.



For the purposes of the Coeur d’Alene Airport Sustainability Plan, the Airports Council International – North America (ACI-NA) definition of sustainability is used because it best fits the Airport’s definition of sustainability due to the inclusion of operational efficiency paired with financial, social and environmental factors. This definition of sustainability speaks to the values and goals of the Airport and its stakeholders. It allows the Airport to more narrowly define and measure its progress in achieving greater sustainability for four key types of criteria: Economic/financial, Operational, Natural and environmental, and Social resources.

## 1.2 Sustainability Mission Statement

After cementing a sustainability definition for the Airport, the next step in the Sustainability Plan process was to consider how the sustainability values can be embraced by creating a Sustainability Mission Statement for Coeur d’Alene Airport. By determining what the objectives of the Airport are and how they might relate to sustainability, a series of initiatives can then be identified for how to meet the Sustainability Mission Statement. For a Sustainability Plan to be successful, the activities undertaken must balance the resources available, while meeting the definition of sustainability detailed above. In order for an initiative to be sustainable, it must not jeopardize the Airport’s ability to meet its fundamental responsibilities, and this is incorporated into the Sustainability Mission Statement.

When developing an airport’s Sustainability Mission Statement, it is important to take into account its existing goals and commitment to the community. The following statement is the existing mission statement (as opposed to the *Sustainability* Mission Statement) for Coeur d’Alene Airport:

*“The Mission of the Coeur d’Alene Airport is to create and maintain an air transportation facility which is safe, efficient, economical, environmentally-acceptable, and responsive to the community it serves.”*

This mission statement characterizes the purpose of the Airport and stresses the importance of several of the EONS criteria that were identified in the sustainability definition above.

Identification of the *Sustainability* Mission Statement for Coeur d’Alene Airport drew upon the Airport’s mission statement, incorporated comments from the COE Sustainability Stakeholder Committee, and factored in values and goals applicable to the Airport. Hence, the Sustainability Mission Statement created for the Coeur d’Alene Airport Sustainability Plan reflects the individual sustainability objectives of the Airport, takes into account stakeholder and community input, while also complementing the Airport’s core mission statement. Coeur d’Alene Airport adopted the following Sustainability Mission Statement:



*The mission of the Coeur d’Alene Airport is to preserve and improve the Airport as an economically valuable, socially responsible, and environmentally sustainable facility from which to provide an efficient gateway to the region.*

In the next phase of the Sustainability Plan process, goals are considered relative to this Sustainability Mission Statement. The Sustainability Plan for Coeur d’Alene Airport must itself yield measures that the Airport is able to implement in a sustainable way, and therefore, the Plan must be tailored to balance financial and staff resources, local economic and community concerns, and environmental considerations. These factors are taken into account when creating goals and initiatives to meet the Sustainability Mission Statement highlighted above.

### 1.3 Sustainability Focus Categories

The FAA’s Sustainability Program includes a template scope of services that participating airports can tailor to their local needs. The template scope discusses the term “categories,” and how airports can adapt that term to represent interest areas or study focus areas for sustainability. Categories help narrow the focus of a sustainability plan to those elements that are most important and applicable to a particular airport.

This section provides a list of Focus Categories identified for COE. For the purposes of this plan, a category is an area of focus that the Airport has identified as important for both the Airport and community. The Coeur d’Alene Airport, in coordination with the COE Sustainability Stakeholder Committee, contributed to selecting the Focus Categories included in this plan. The following categories help to guide the sustainability planning process, and focus the direction of the inventory, specific sustainability goals, and subsequent initiatives:

- 1) **PLANNED DEVELOPMENT:** The ways in which development projects at the Airport are planned and contracted can support and prioritize sustainability in a variety of ways. Facilities and infrastructure that are efficient and compatible in the long term help ensure the viability of the Airport into the future and contribute to all four aspects of sustainability, including the financial, operational, environmental, and community aspects. Sustainability-related recommendations or requirements can be integrated into the planning, design, and contracting processes in an effort to incorporate sustainable practices into major Airport plans and projects. (Note that Planned Development refers only to development on airport property.)
- 2) **OPERATIONS AND MAINTENANCE OF AIRPORT FACILITIES:** The majority of Airport staff time and financial resources are dedicated to the continued maintenance and operation of the facilities. Considerable effort is expended to keep the facility running, while updating/enhancing conditions for users and stakeholders of the Airport and the



community. Therefore, operations and maintenance activities represent a great opportunity for incorporation of sustainability into both the management and structure of the Airport. This category looks at ways to reduce time and money on maintenance over the long term and reduce overall stress on staff due to reoccurring maintenance constraints.

- 3) **ENERGY:** Energy is an important sustainability issue for the Airport. Reducing energy/fuel use can improve air quality and reduce greenhouse gases, all while increasing cost savings for the Airport. Implementing sustainability practices with regard to energy can result in benefits to a number of Focus Categories.
- 4) **NATURAL RESOURCES:** The conservation of natural resources is an effective, impactful way to achieve greater sustainability. This category focuses on conserving, protecting, or improving native vegetation or wildlife near the Airport. Airports can reduce their impact on natural resource consumption by incorporating environmental concerns into decision-making.
- 5) **AIRPORT FINANCE:** Airport financial stability is crucial to its long-term viability, along with the viability of tenant businesses. Airport finance includes all revenue and expenditures associated with the operation, maintenance, and improvement of the facility. This category also includes the economic value that the Airport provides to the entire region, which is an important factor when looking at sustainability. Airport finance goals focus on development on Airport property, in order to generate increased revenue and increased financial self-sufficiency for the Airport. Finance goals also focus on expanding the economic contribution that the Airport makes to the region in order to enhance cooperation between the Airport, governmental jurisdictions, and other stakeholders, and to further mutual benefits between those parties. To assist in evaluating the Airport’s finances, a Sustainable Business Plan has been developed as part of the Coeur d’Alene Airport Sustainability Plan to document financial assets and liabilities, project future revenue and expenses, and establish sustainable budget goals and objectives (see Appendix A, Sustainable Business Plan).
- 6) **COMMUNITY RELATIONS:** This category stresses the ability of the Airport to be a visible and valued member of the community. One of the main objectives of this Sustainability Plan is to bring together all stakeholders and interested parties through an inclusive and collaborative process. Social responsibility is a critical element of sustainability and it has been specifically highlighted in the Sustainability Mission Statement developed for this Plan. Goals for this category support the Airport’s desire to strengthen its relationships with members of the community and the region as a whole.



- 7) **ADJACENT LAND USE COMPATIBILITY:** Potential impacts of airport activity on the surrounding community, as well as the potential impacts of growth of the surrounding community on the airport, are significant considerations for any airport, including COE. While the establishment of compatible land use planning around the airport helps to ensure the future viability of the airport, more importantly, it helps to protect the health, safety, and welfare of both airport users and airport neighbors. Goals for this category include direct coordination with local stakeholders, including surrounding jurisdictions and agencies, regarding land use compatibility planning. Hopeful outcomes of this coordination are a better understanding by the airport and the stakeholders regarding current and future land use needs to accommodate both airport and community activities and growth. Armed with this knowledge, it is envisioned that an agreed upon path forward to establish a coordinated, cooperative, and proactive land use planning process between the airport and stakeholders will be developed.

These categories were selected to focus the inventory and tracking of baseline and future information. These Focus Categories reflect the Airport’s highest priorities, and are not anticipated to overly tax airport resources in the planning process. Therefore, these categories are the focus for the inventory, tracking, and eventually, for the development of prioritized initiatives. However, future expansions of the Sustainability Plan could include categories not addressed in this first round. Consideration of additional issues may be warranted in the future as conditions at the Airport evolve.



## Chapter 2: SUSTAINABILITY GOALS AND METRICS

As discussed in the previous chapter, the Airport and the Stakeholder Committee members collaborated on developing a Sustainability Mission Statement for the Airport. This Mission Statement, along with the Baseline Inventory, provide the framework for Coeur d’Alene Airport’s Sustainability Goals. Based upon the defined Sustainability Categories, we can now examine the possible ways in which to achieve improved sustainability within these focus areas.

For each Sustainability Category, a set of draft goals was developed to guide sustainability efforts in each area. Additionally, metrics were identified for each goal. Metrics are the mechanisms used to measure progress towards the goals over time. They provide a means to measure if and how a goal is being met.

When developing the Sustainability Goals, the concept of SMART goals was taken into consideration. SMART goals consist of those that are Specific, Measurable, Achievable, Relevant, and Time-bound. This framework provides a means of structure and trackability, and provides a trajectory toward achieving a milestone. It is important to note, though, that not all of the Sustainability Goals in this Plan meet these criteria. Particularly, those goals that describe a more abstract objective can lack specificity or quantification. However, these goals are still relevant and important to the Airport, and therefore are included in the list of Sustainability Goals. Note that those Sustainability Goals marked with an asterisk (\*) were developed in the Sustainable Business Plan.



### Sustainability Goals and Metrics

The Sustainability Goals presented below were developed to articulate specific targets for sustainability at the Airport. Each goal is defined, and relevant metrics are assigned to each goal. Goals are listed under the most directly relevant category; however, it is important to remember that some goals may also relate to and overlap with other categories as well. For example, a goal to decrease the Airport’s electricity consumption would not only reduce energy consumption, but would also benefit the airport financially through decreased costs and reduced greenhouse gas emissions. The concept of sustainability is very holistic and therefore, there are often overlapping benefits for a single sustainability goal or initiative. These goals are often referred to as true “sustainability goals” due to their broad nature and their potential to effect multiple sustainability focus areas.



## Planned Development

### Goal PD1: Develop and maintain facilities and infrastructure at the airport to support long-term, compatible, efficient, and flexible growth.

- Continue to plan and maintain airport facilities to meet user needs and safety regulations.
- Metrics:
  - Pavement condition index (every three years)
  - Maintenance portion of Airport expenses (field maintenance, equipment maintenance, grounds maintenance, non-eligible infrastructure improvements)

### Goal PD2: Enhance sustainability practices for all airport activities (e.g. O&M, administration, procurement, design/construction/post-construction) as conducted by all involved in the operation of the Airport.

- Encourage the adoption of sustainability practices by tenants and Airport staff in daily airport operations. Make sustainability practices an integral component in planning and construction projects.
- Metrics:
  - Number of airport projects that incorporate sustainability practices/number of airport projects

## Operations and Maintenance of Airport Facilities

### Goal OM1: Continue to provide and maintain a safe and efficient Airport.

- Continue to operate facilities that are safe and efficient for both users and tenants. Keep facilities, infrastructure, equipment, and signage in good condition by maintaining them to FAA standards, or if none exist, to a high standard.
- Metrics:
  - Compliance with current FAA recommendations (this may be primarily accomplished through engineering and planning for improvements)
  - Surveys completed by aircraft operators (every two years)
  - Pavement condition index (every three years)



**Goal OM2: Use sustainability principles to maximize operational efficiency, reduce long-term maintenance costs and improve the environment.**

- Consider the dual goals of improving the Airport experience and sustainability for any improvements and changes to facilities and services.
- Metrics:
  - Maintenance portion of Airport expenses (field maintenance, equipment maintenance, grounds maintenance, non-eligible infrastructure improvements)
  - Number of airport projects that incorporate sustainability practices/number of airport projects

**Goal OM3: Invest in developing the people working at the Airport.**

- Work with staff to ensure that they have the training and resources to continue to contribute to the successful and safe operation of the Airport.
- Metrics:
  - Number of trainings
  - Amount of funding allotted to professional development/training

**Goal OM4: Promote employee well-being to improve productivity and efficiency.**

- Work with staff to show appreciation of high-quality work and to provide a means to encourage continual improvement.
- Metrics:
  - Employee performance reviews
  - Number of incentive/recognition programs

**Energy**

**Goal E1: Reduce electricity cost at the Airport by 10% by the year 2020.**

- Reduce electricity usage by Airport-owned facilities through reduced consumption, resulting in a positive benefit financially, environmentally, and socially.
- Metrics:
  - Cost of electricity per square foot (\$) (adjusted for inflation)
  - Cost of electricity (\$) (adjusted for inflation)



**Goal E2: Reduce natural gas cost at Airport by 2% by the year 2020.**

- Reduce natural gas usage by Airport-owned facilities through reduced consumption, which would also result in financial, environmental, and social benefits.
- Metrics:
  - Cost of natural gas per square foot (\$) (adjusted for inflation)
  - Cost of natural gas (\$) (adjusted for inflation)

**Goal E3: Meet LEED certification standards for new projects, when feasible.**

- Design new facilities to meet LEED certification or equivalent, when feasible.
- Metrics:
  - Number of new buildings LEED or LEED equivalent

**Natural Resources**

**Goal NR1: Incorporate recycled and locally-sourced materials and energy-efficient design into Airport construction projects when feasible.**

- Increase the use of renewable and locally-sourced materials in construction projects, as applicable, to reduce demand for new materials, reduce waste and lessen the impact on landfills, and to reduce impacts associated with the extraction and production of materials.
- Metrics:
  - % of construction projects that include recycled content in the project design
  - % of construction projects that use materials procured from within a 500-mile radius

**Goal NR2: Manage the airport property to protect habitat/reduce wildlife strikes, while ensuring the safe and efficient operation of the Airport.**

- Review and update the wildlife assessment when necessary to take into account any changing conditions in the vicinity of the Airport.
- Metric:
  - Annual check of the wildlife management plan
  - Number of wildlife strikes



**Goal NR3: Maximize water efficiency within buildings and airport property to reduce the burden on the local water supply.**

- Implement targeted strategies intended to significantly reduce water use without negatively affecting existing day-to-day airport operations or tenants.
- Metrics:
  - Water costs (\$) (adjusted for inflation)

**Airport Finance**

**\*Goal F1: Grow aviation related jobs on the airport by 10% by 2020.**

- Enhance the economic benefit of the Airport to the County through the increase in number of jobs and total economic output related to the Airport. Increases to employment generally have the effect of stimulating the economy at the Airport, as well as locally and regionally.
- Metrics:
  - Number of jobs
  - Economic impact of Airport

**\*Goal F2: Be economically sustainable by balancing the airport budget within five years.**

- Whether it's increasing annual revenue or decreasing expenses, balancing the budget helps to improve self-sufficiency in the long-term, become less reliant on outside funding, and have the ability to pursue additional goals and projects.
- Metrics:
  - Annual revenue (\$)
  - Annual expenses (\$)

**\*Goal F3: Develop and sustain a marketing and public relations program by June 2017.**

- Enhance the benefit of the Airport to the County by marketing the value of the Airport via marketing campaigns and public relations. Both educating the public on airport value and building strong relationships with local stakeholders can improve the standing of the Airport.
- Metrics:
  - Number of marketing campaigns



- Development of public relations program
- Marketing budget and amount of funding allotted to marketing

**\*Goal F4: Develop 50 acres of airside land with new lease tenants by 2020.**

- Responsibly developing Airport property can help to increase annual revenue to improve self-sufficiency in the long-term, thereby becoming less reliant on outside funding, and having the ability to pursue additional goals and projects.
- Metrics:
  - Amount of Airport (airside) property developed (acres)
  - Number of tenants

**Goal F5: Introduce commercial air service by 2020, and ultimately accommodate more than 10,000 enplanements.**

- Developing regional air service to niche markets, including FBO to FBO commercial air service, can help improve service to the local businesses and the overall community, as well as help to increase revenues. (Note: additional federal funding is available through the AIP program for airports classified as primary commercial service and that have more than 10,000 annual enplanements.)
- Metrics:
  - Initiation of commercial service
  - Number of enplanements

**Community Relations**

**Goal CR1: Establish an informal yet regular process aimed at improving lines of communication between the Airport and stakeholders.**

- Seek out ways to connect with and support the community, and work to strengthen the Airport’s relationships with surrounding cities, members of the community and the region as a whole. Advertise the Airport’s sustainability goals to create a better understanding of its mission and place in the community.
- Metrics:
  - Number of outreach events
  - Number of meetings with community stakeholders



- Completion of community survey on a biannual basis or as needed
- Track the number of website updates, educational displays in the building, presentations, and other communications

**Goal CR2: Engage with the community to share information about the Airport and to stay informed about community happenings.**

- Effectively communicate information about the Airport, including sustainability initiatives and plans, economic benefits, and events, to tenants, users and the community. Keep abreast of developments within the community. Ensure that a county or airport representative is present at relevant community meetings.
- Metrics
  - Number of communication efforts to inform the community and stakeholders of Airport developments
  - Number of community meetings attended

**Goal CR3: Reduce potential for fire hazards within the local and regional area through community partnerships.**

- Continue to coordinate with local and regional jurisdictions, fire departments, and agencies to ensure the safety of nearby communities from the threat of fire.
- Metrics
  - Number fires reported by pilots
  - Number of coordination events

**Goal CR4: Host at least one fly-in type event per year. \***

- A fly-in event is an excellent way to engage the local communities and promote the value of the airport, while potentially increasing revenue and economic impact.
- Metrics:
  - Number of fly in events

**\*Goal CR5: Host an annual outreach event for the public.**

- Local events provide a means of direct communication with the community to advertise happenings at the Airport.
- Metrics:
  - Number of outreach events



## Adjacent Land Use Compatibility

### Goal LU1: Gather and discuss with appropriate stakeholders existing and future local plans related to land use and roadway transportation planning around the Airport.

- Conduct outreach events, briefings, and programs in order to discuss land use and transportation planning and land use compatibility, further improve relationships with nearby communities, and enhance communication about land use, noise, and roadway issues.
- Metrics:
  - Number of communication efforts to inform the community and stakeholders of Airport developments
  - Number of outreach events
  - Number of noise complaints
  - Number of non-compatible land uses

### Goal LU2: Work in a collaborative, coordinated effort to implement compatible land use plans around the Airport.

- Work together with local governmental jurisdictions on land use planning issues in the Airport vicinity. Encourage local jurisdictions to enable aviation/land use compatibility around the Airport currently and in the future.
- Metrics:
  - Number of coordination meetings and efforts where land use planning is discussed
  - Compliance with the Kootenai County Airport Overlay District
  - Number of collaborative land use plans

### \*Goal LU3: Develop compatible land use zoning by 2018.

- Work together with local governmental jurisdictions on the development of comprehensive zoning overlay can help to support compatible land use.
- Metrics:
  - Designation of an Airport Overlay (or other land use compatible zoning designation)



## Chapter 3: SUSTAINABILITY INITIATIVES

Based upon the sustainability goals that were developed for Coeur d’Alene Airport, a set of sustainability initiatives were drafted to identify specific measures and actions that the Airport can take to achieve these goals. The purpose of a sustainability initiative is to make progress toward reaching or maintaining sustainability-based goals, and the initiatives will guide Coeur d’Alene Airport in achieving success in the specific areas they have chosen to focus on for their Sustainability Plan. Similar to the development of the sustainability goals, a stakeholder engagement process was conducted to include input from local representatives of the community and airport users in developing the initiatives.

The sustainability initiatives are organized by focus category. However, it is important to note that several initiatives may be included in multiple categories because they meet goals set out in more than one category. When implemented, these overlapping initiatives can provide a greater level of sustainability, as they have the potential to meet multiple goals in multiple categories. Additionally, some initiatives were carried over from the Sustainable Business Plan process (see **Appendix A**). These initiatives, denoted by an asterisk (\*), allow for additional sustainability benefits by combining input from multiple stakeholder meetings relating to the business aspect and overall sustainable practices of the airport.

As the sustainability initiatives are completed, refined, or edited, airport staff will track and monitor the progress toward meeting the established goals of the Sustainability Plan. Further, the implementation of the Plan should itself serve as a tool to enable the Airport to evaluate actions and projects in order to determine if they incorporate sustainability values.

### 3.1 Sustainability Initiatives by Category/Goal

Below is the list of initiatives identified for meeting Coeur d’Alene Airport’s sustainability goals. They are organized by sustainability category and, respectively, by sustainability goals. It is expected that the list below could be supplemented with additional initiatives through coordination and input from the Stakeholder Committee, and can be refined or changed as implementation progresses in the future.





## Planned Development

**Goal PD1: Develop and maintain facilities and infrastructure at the Airport to support long-term, compatible, efficient, and flexible growth.**

- Identify a tenant, or create a re-use facility plan, for the newly vacant Army Reserve Center facility to create more revenue opportunities and maintain flexibility for airport growth.
- Whenever possible, incorporate specific contract language requiring sustainable practices in a consultant's planning and design agreements, in construction contracts for future projects, and encourage such language in tenant lease contracts.
- Integrate sustainability goals into next COE Airport Master Plan Update, using the goals to create screening criteria for facility alternatives.

**Goal PD2: Enhance sustainability practices for all airport activities (e.g. O&M, administration, procurement, design/construction/post-construction) as conducted by all involved in the operation of the Airport.**

- Develop and implement safety, sustainability, and educational training programs for employees.
- Whenever possible, incorporate specific contract language requiring sustainable practices in a consultant's planning and design agreements, in construction contracts for future projects, and encourage such language in tenant lease contracts.
- Implement sustainability measures (i.e., energy-saving strategies) that result in cost-savings.
- Develop a Maintenance Management Plan to memorialize scheduled maintenance activities and evaluate ways to streamline and reduce maintenance burden.



## Operations and Maintenance of Airport Facilities

**Goal OM1: Continue to provide and maintain a safe and efficient Airport.**

- Develop a Maintenance Management Plan to memorialize scheduled maintenance activities and evaluate ways to streamline and reduce maintenance burden.
- Develop and implement safety, sustainability, and educational training programs for employees.
- Per the COE Wildlife Hazard Management Plan, install a perimeter fence to manage coyotes and other large mammals from entering airport property.
- Per the COE Wildlife Hazard Management Plan, maintain turf grasses at 6-12 inches to discourage European Starlings from foraging on airport property.
- Provide opportunity for expansion and improved presence of USFS fire base.



**Goal OM2: Use sustainability principles to maximize operational efficiency, reduce long-term maintenance costs and improve the environment.**

- Develop a Maintenance Management Plan to memorialize scheduled maintenance activities and evaluate ways to streamline and reduce maintenance burden.
- Implement sustainability measures (i.e., energy-saving strategies) that result in cost-savings.

**Goal OM3: Invest in developing the people working at the Airport.**

- Develop and implement safety, sustainability, and educational training programs for employees.
- Conduct a survey every five years to determine employee satisfaction.
- Work with employees to identify professional development goals.
- Designate funding for employee professional development events and skills training; provide on-site training.

**Goal OM4: Promote employee well-being to improve productivity and efficiency.**

- Develop and implement safety, sustainability, and educational training programs for employees.
- Conduct employee performance review annually to give employees meaningful performance input.
- Develop reward, recognition, and promotion structures to reward employees who demonstrate continual improvement.
- Create an employee wellness program or create an employee health incentive program.

 **Energy**

**Goal E1: Reduce electricity cost at the Airport by 10% by the year 2020.**

- Replace existing high intensity discharge (HID) lighting fixtures in maintenance shop with high bay light-emitting diodes (LED) fixtures.
- Upgrade older generation street lights around the facility. (Note: two of eight have already been identified for upgrades.)
- Install occupancy sensors for lighting and daylighting controls in areas such as the maintenance loft area, work bench stations, break room, and offices.
- Replace incandescent exit signs with LED exit signs.
- Educate airport staff on reducing energy use by turning off lights/turning off computers (e.g. create posters like “When not in use, turn off the juice”).
- Use shades to reduce cooling requirements in highly windowed areas.



**Goal E2: Reduce natural gas cost at Airport by 2% by the year 2020.**

- Review heating, ventilation, and air conditioning (HVAC) controls and set points.
- Air seal/insulate all gaps and thermal bridges to improve comfort and save energy in facilities like the maintenance shop and aircraft, rescue, and firefighting facility (ARFF).
- Consider radiant heaters (rather than gas unit heaters) for use in the maintenance shop.

**Goal E3: Meet LEED certification standards for new projects, when feasible.**

- Whenever possible, incorporate specific contract language requiring sustainable practices in a consultant's planning and design agreements, in construction contracts for future projects, and encourage such language in tenant lease contracts.
- If feasible, design to LEED standards for potential future projects at the Airport (i.e., construction of the air traffic control tower [ATCT], north side fixed base operator [FBO], ARFF, or relocated OM and office facilities [as identified in the 2008 COE Master Plan]).



**Natural Resources**

**Goal NR1: Incorporate recycled and locally-sourced materials and energy-efficient design into Airport construction projects when feasible.**

- Set project goals for construction projects to identify a) recycled content materials and b) local material suppliers that can achieve this goal.
- Whenever possible, incorporate specific contract language requiring sustainable practices in a consultant's planning and design agreements, in construction contracts for future projects, and encourage such language in tenant lease contracts.

**Goal NR2: Manage the airport property to protect habitat/reduce wildlife strikes, while ensuring the safe and efficient operation of the Airport.**

- Per the COE Wildlife Hazard Management Plan, install a perimeter fence to manage coyotes and other large mammals from entering airport property.
- Per the COE Wildlife Hazard Management Plan, maintain turf grasses at 6-12 inches to discourage European Starlings from foraging on airport property.
- Store materials and waste in areas sheltered from rain and runoff to prevent contamination of wildlife habitat.



**Goal NR3: Maximize water efficiency within buildings and airport property to reduce the burden on the local water supply.**

- Install motion sensors on bathroom sink faucets.
- Educate maintenance staff, employees, passengers and tenants on water conservation strategies.



**Airport Finance**

**Goal F1: Grow aviation related jobs on the airport by 10% by 2020.**

- \*Develop property on the airport suitable for use by aviation companies. The primary focus of this will be on the north half of the airport. Significant infrastructure investment has been made in this area to accommodate this type of use, but some airfield and other infrastructure improvements (e.g., Taxiway D north improvements) are necessary.
- \*Actively pursue corporations involved in the aircraft maintenance, assembly, painting, avionics, and other industries, marketing the airport and the area.
- \*As an educated workforce is critical to the success of aviation businesses, assist North Idaho College in their workforce development program.

**Goal F2: Be economically sustainable by balancing the airport budget within five years.**

- \*Existing budget is already lean, but be vigilant for opportunities to reduce expenditures.
- \*Increase revenue by:
  - Leasing additional space for commercial, industrial, and private use. (This has the greatest potential impact.)
  - Increase fuel flowage fees, especially on itinerant aircraft.
  - Maximize the use of grant funds to develop infrastructure that will contribute directly to revenue (e.g., hangar development areas).

**Goal F3: Develop and sustain a marketing and public relations program by June 2017.**

- \*Develop and implement a marketing budget.
- \*Increase social media presence.
- \*Develop a marketing plan and revisit annually.
- \*Purchase promotional materials and equipment, including a conference booth display.
- \*Contract with a professional marketing firm to assist with marketing activities.



**Goal F4: Develop 50 acres of airside land with new lease tenants by 2020.**

- \*Develop north side of the airport, including aviation and non-aviation infrastructure.
  - Rehabilitate Taxiway D North.
  - Construct road/utility improvements.
- \*Pursue the opportunity to construct and lease a USFS fire base on the airport.
- \*Work closely with existing businesses/tenants to help them build their businesses on the airport.
- \*Continue to develop T- and common wall box hangars.
- \*Pursue a lease use for the recently vacated Army reserve facility on the airport.

**Goal F5: Introduce commercial air service by 2020, and ultimately accommodate more than 10,000 enplanements.**

- \*Hire an air service consultant to assist with research and airline outreach.
- \*Include air service as a component in the upcoming Airport Master Plan Update.



**Community Relations**

**Goal CR1: Establish an informal yet regular process aimed at improving lines of communication between the Airport and stakeholders.**

- Develop working relationships and partnerships with surrounding cities, local businesses, community groups and leadership, and local organizations.
- Develop the use of social media and the municipality’s website to inform the community of airport events, developments, opportunities and benefits, and to share information about the airport’s sustainability practices.
- Contribute to the Coeur d’Alene Airport Association electronic newsletter for airport users, tenants, and board members to discuss current events (i.e., advisories, events, energy usage, etc.).

**Goal CR2: Engage with the community to share information about the Airport and to stay informed about community happenings.**

- Develop an airport viewing pavilion for public use.
- Develop the use of social media and municipality’s website to share information about the airport, airport sustainability practices, and inform the community of airport opportunities and benefits.



- Continue airport internships, stewardships, and/or public education program.
- Collaborate with the surrounding communities to ensure that a county, city, or airport representative is present at relevant community meetings.
- Contribute to the Coeur d'Alene Airport Association electronic newsletter for airport users, tenants, and board members to discuss current events (i.e., advisories, events, energy usage, etc.).

**Goal CR3: Reduce potential for fire hazards within the local and regional area through community partnerships.**

- Provide opportunity for expansion and improved presence of USFS fire base.
- Develop working relations and partnerships with local and regional jurisdiction and firefighting groups and organizations.
- Organize training sessions in collaboration with surrounding fire departments and agencies.
- Participate in and present at local FAA safety events and the Idaho Transportation Department (ITD) Safety Day to promote airport contributions to keeping the community safe.

**Goal CR4: Host at least one fly-in type event per year.**

- Provide an Airport Board subcommittee that can assist with fly-in events to engage the community and increase public interest in the airport.
- Participate in and promote events such as old aircraft fly-in, fly-in breakfast, fly-in lunch, display of aircraft, etc.
- Collaborate with Aircraft Owners and Pilots Association (AOPA) and Coeur d'Alene Airport Association to advertise fly-in events or other events at the airport.
- Allocate a marketing budget of \$20,000 to \$40,000.
- \* Attend aircraft owner organization meetings and promote the airport as a destination.
- \* Work with the Airport Association volunteer organization to plan and coordinate this type of event.

**Goal CR5: Host an annual outreach event for the public.**

- Conduct airport open house, and local school group and community group airport tours to increase public interest and awareness of the airport.
- Continue airport internships, stewardships, and/or public education program.
- Develop an airport viewing pavilion for public use.
- Allocate a marketing budget of \$20,000 to \$40,000.
- Participate in and promote events such as old aircraft fly-in, fly-in breakfast, fly-in lunch, display of aircraft, etc.
- \* Work with Airport Association and other local community organizations to plan and publicize this type of event each year.





## Adjacent Land Use Compatibility

### Goal LU1: Gather and discuss with stakeholders existing and future local plans related to land use and roadway transportation planning around the Airport.

- Collaborate with the surrounding communities to ensure that a county, city, or airport representative is present at relevant community meetings.
- Schedule regular meetings and working sessions to discuss land use around the airport with the community and encourage development and implementation of compatible land use.
- Initiate Airport/County presence on all relevant planning committees or subcommittees.
- Schedule working sessions to identify areas of overlap and understand the needs and objectives of the stakeholders.
- Acquire critical properties around the airport to ensure land use compatibility.

### Goal LU2: Work in a collaborative, coordinated effort to implement compatible land use plans around the Airport.

- Collaborate with the surrounding communities to ensure that a county, city, or airport representative is present at relevant community meetings.
- Develop working relationship with the surrounding communities to ensure land use around the airport is compatible with the airport activity.
- Develop a memorandum of agreement, or similar cooperative agreement, to keep the airport manager informed when the surrounding communities are amending land use plans, comprehensive plans, transportation plans, and zoning.
- Develop a memorandum of agreement, or similar cooperative agreement, to keep the community and stakeholders informed when the airport is updating the airport master plan.

### Goal LU3: Develop compatible land use zoning by 2018.

- Collaborate with the surrounding communities to ensure that a county, city, or airport representative is present at relevant community meetings.
- Partner with surrounding communities to develop an Airport Overlay Zone (or similar zoning designation).
- Schedule regular meetings and working sessions to discuss land use around the airport with the community and encourage development and implementation of compatible land use.
- Schedule working sessions to identify areas of overlap and understand the needs and objectives of the stakeholders.
- \* Work with Kootenai County to develop land use zoning to protect the airport, consistent with requirements of state law and FAA guidance.



- \* Undertake a focused effort to reach out to adjacent cities.
  - Communicate with entities regarding existing laws, upcoming changes, and the needs of the airport.
  - Seek opportunities to participate in planning projects.
- \* Incorporate land use zoning education and information into a PR program.
- \* Focus on land use as a major element of upcoming Airport Master Plan Update.



## Chapter 4: SUSTAINABILITY IMPLEMENTATION PLAN

This section describes the steps for implementation of the Coeur d’Alene Airport Sustainability Plan. The Sustainability Implementation Plan acts as a roadmap for how to implement the sustainability initiatives, identifying the process for putting Coeur d’Alene Airport’s initiatives and projects into action, tracking their progress, and maintaining their effectiveness into the future.

The Sustainability Plan for Coeur d’Alene Airport must itself be sustainable, and therefore, be tailored to balance financial and staff resources, local social concerns, and environmental considerations. When making decisions and taking action, the Airport Manager will apply the principle of sustainability by considering the availability of funding and staff resources, along with the effects of decisions and/or actions on the focus areas or categories.

### 4.1 Implementation Approach

The overall process for implementation is described below, followed by a detailed list of steps within the process. Because of the importance of the implementation element, the process outlined below is supplemented with the Sustainability Tracking Tool that was developed for this project, which is described in **Appendix B**.

The process that Airport staff will use to implement the recommendations of the Sustainability Plan reflects the “Plan, Do, Check, and Act” cycle.

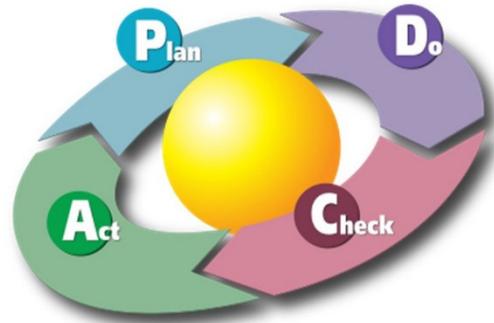
To ensure that the principles of the process become part of the Airport’s culture, action will be required on a regular basis. The entire “Plan, Do, Check, Act” process is vital to the success of a sustainability program because it guides implementation of sustainability initiatives, tracks their success over time, and highlights ways to improve the program in the future, leading to even more sustainable measures in the future. Each step in the “Plan, Do, Check, and Act” process is described in detail below.

**Plan** – The Coeur d’Alene Airport Sustainability Plan represents the first step in the “Plan” phase of the process. Defining sustainability, establishing sustainability focus categories, collecting baseline information, and identifying goals and initiatives are all part of the planning step. In the future, as subsequent steps in the cycle occur, changes



to categories/issues, baseline conditions, and goals will likely be needed.

**Do (Implement)** – Implementation of the initiatives represents the “Do” phase of the process. This step involves putting into action the recommendations in this document and making progress toward achieving the Airport’s goals. By “Doing,” the Airport will be developing a culture of sustainability and will begin to reshape the practices and processes for completing many of its tasks associated with operations, maintenance, and capital improvement of the facility.



**Check (Report)** – After implementing initiatives, the “Check” phase encompasses the reporting aspect of the implementation process. As initiatives are implemented, the next step is to track and check the progress toward meeting the sustainability goals. This project has developed a Sustainability Tracking Tool to aid the Airport in tracking progress (see Appendix B). Evaluating and documenting the progress of the implementation is imperative. If tracking and checking is not accomplished, the implementation of the entire sustainability effort will falter.

**Act (Refine)** – The “Act” phase represents what has been learned during the “Do” and “Check” steps. This involves answering the question of, “What did we learn and how can we do it better next time?” or “What conditions have changed for which we need to revise our Plan?” This step involves re-evaluating the issues/categories, goals, and metrics. During this stage of the cycle, adjustments to initiatives and implementation measures are often identified.

## 4.2 Steps for Executing the “Plan, Do, Check, and Act” Process

The Airport has already commenced the implementation of the “Plan, Do, Check, and Act” cycle by developing and finalizing this Airport Sustainability Plan. The process of initiating the sustainability process for this Sustainability Plan included the following steps:

**Step 1: Identification of Focus Categories** – Areas of existing issues, concerns, or interest regarding sustainability were identified based on stakeholder and Airport input.

**Step 2: Development of a Baseline Inventory** – A baseline inventory was developed for the categories of interest identified in Step 1. The information gathered in this step provides the baseline for monitoring progress toward achieving the sustainability goals described in the next step.

**Step 3: Identification of Sustainability Goals** – The sustainability categories (Step 1) were paired with the baseline



information (Step 2) to identify goals for achieving sustainable improvements at the Airport. Goals highlight specific areas of improvement and are measurable so that progress can be tracked and reported.

**Step 4: Development of Initiatives** – Specific actions, called initiatives, were identified to meet the goals outlined in Step 3. The initiatives are sorted by category. Some initiatives may be included in multiple categories because they meet goals set out in more than one category. When implemented, these overlapping initiatives can provide a greater level of sustainability.

The above Steps 1 through 4 have already been completed as part of this Sustainability Plan. Steps 5 through 8 discussed below represent the next steps for implementing the initiatives and achieving the goals. Steps 5 through 8 are designed to be completed by the Airport as it continues through its sustainability process. These steps primarily represent stages in the “Do, Check, and Act” phases of the cycle and are steps that the Airport may wish to adjust in subsequent iterations of the cycle. A proposed schedule for these steps is identified in the later section of this chapter.

**Step 5: Tracking Metrics Associated with Goals/Initiatives** – After identifying categories, goals, and initiatives, it is important to continue logging the metrics that are used to track progress. A Sustainability Tracking Tool was developed for this step and subsequent steps in the implementation process. In general, the information in the tool will need to be updated on either a monthly or annual basis (see Proposed Schedule below). The Tool assists with both identifying the information useful to tracking sustainability, as well as providing the location for staff to maintain the data. A detailed overview of the Tool can be found in Appendix B. This step builds upon the information gathered in the baseline inventory (Step 2) in order to keep it up to date as initiatives are implemented.

**Step 6: Check Success against the Metrics** – This step examines the information within the inventory (Step 2) in concert with the metrics tracked (Step 5) to determine if the initiatives had the predicted effect in meeting the goals. For example, if new energy efficient lighting was installed as an initiative, the utilities would be examined to determine if the cost of energy and kWh usage decreased. If costs/usage decreased, then the Airport would track a net benefit toward their energy efficiency and financial goals. If there was no corresponding decrease, then that result should be noted before proceeding to Step 7. This step helps to identify those initiatives that are most effective for the Airport in reaching its goals. The Sustainability Tracking Tool is used to examine the changes, either positive or negative, that were a result of implementing initiatives under the Plan.

**Data analyzed in this step will include a summary of:**

- **List of initiatives implemented over the past year.**
- **Key metrics for the year with a comparison to recent past years.**
- **Summary of initiatives considered and their relative value toward meeting the sustainability goals.**

It is imperative that the baseline information is maintained and kept up to date. Step 6 allows for the



examination of this information to review the progress, benefits, and changes brought about by implementation. It is recommended that the Airport prepare an annual summary reporting key metrics, initiatives implemented, progress, and planned initiatives. The focus of the report should be on the goals themselves, progress made toward achieving the goals, and an indication of any barriers that may have prevented progress.

**Step 7: Review and Improve** – This step involves reviewing the tracked data to identify those aspects of the process that can be improved. The Airport will examine the results of the annual metrics review report created as part of Step 6 to determine if any changes should be made to the sustainability categories, goals, initiatives, or metrics. In some cases, assessment will be quantitative (i.e., achievement of specific financial goals achieved) and in other cases it will be qualitative (i.e., whether public involvement meetings benefited the community). In all cases, the conclusions should be documented so as to be transparent. The Sustainability Plan can be revised both formally through revision to the Plan documents, and informally through addendums or notes. Each component of the Plan will be scrutinized as the implementation progresses to determine where improvements can be made or where changes are needed based on updated conditions.

**Step 8: Adjust Steps as Necessary** – Step 8 uses analysis from the previous steps to adjust the process as necessary to improve implementation based on what was learned in the previous iteration of the process. This step is extremely important, as it refines and adjusts the process to better meet sustainability goals and to better carry out the process in the future. All of the key components of this Plan should be re-evaluated at least once every two years initially, and then annually after the process has been ingrained and the Airport has had sufficient experience with the process to be able to more easily keep the components of this Plan current.

### 4.3 Proposed Schedule for Implementation

Action will be required on a regular basis to ensure that the process becomes a part of the Airport’s culture. The following items identify the actions that will be conducted by Airport staff over a calendar year, and the management actions to be taken at each respective interval.

#### Monthly Activities

- Use the Tracking Tool for review and screening of initiatives.
- Input monthly data (e.g., utility costs) into the Tracking Tool.
- Review and supplement sustainability initiatives in the Tracking Tool.

#### Quarterly Activities

- Meet with Airport staff and/or Board to review sustainability initiatives reviewed by
- Airport staff during previous quarter.



### Annual Activities

- **Input annual data (i.e., annual operations, energy, financial data, etc.) by staff into the Tracking Tool by mid-March for the prior year.**
- **Produce an Annual Report before mid-year that:**
  - Documents initiatives reviewed during the prior year and their ratings relative to the established sustainability goals.
  - Reports historic and current performance metrics relative to sustainability categories. This can be done by printing the **PURPLE** tabs.

### Biennial Activities (every two years)

- **Reconsider the sustainability goals and initiatives and adjust as necessary.**
- **Review the Tracking Tool and adjust as necessary.**
- **Improve quarterly and annual reporting templates, if warranted.**
- **Discussion with Airport board about performance and goals, and identify suggested initiatives for the upcoming year.**
- **Evaluate these implementation steps, and revise as necessary.**



## 4.4 Example Calendar for Sustainability Plan Implementation Activities

Table 4-1: Example Calendar

Month	Actions to be Undertaken
<b>Every Month: <i>Input Monthly Utility Data</i></b>	Evaluate and document initiatives
<b>Biennial: <i>Discussion with Airport Board regarding sustainability performance</i></b>	Comprehensive review of all Sustainability Plan components
<b>January</b>	
<b>February</b>	Meet with Board to present fourth quarter initiatives
<b>March</b>	Input year-end data for prior year into the Sustainability Tracking Tool
<b>April</b>	
<b>May: <i>Produce Annual Report for prior year</i></b>	Review/assess prior year performance of staff
<b>June: <i>Quarter Initiatives</i></b>	Meet with Board to present prior year performance and first
<b>July</b>	
<b>August</b>	Meet with Board to present second quarter initiatives
<b>September</b>	
<b>October</b>	
<b>November</b>	
<b>December</b>	

Through the above implementation process, the Coeur d’Alene Airport will track progress toward its sustainability goals. While periodic checks should be performed, a comprehensive review of the categories, goals, initiatives, metrics, and reporting procedures should be conducted every two years. The purpose of the biennial review is to make adjustments based on experience, lessons learned, changing conditions, input from stakeholders, and changes in the needs of the categories.



## Chapter 5: SUSTAINABILITY BASELINE INVENTORY

This Sustainability Plan was developed with the purpose of integrating sustainable values and goals into the Airport’s vision and plans for meeting existing and future demand. The Airport is using this Sustainability Plan to take initiative to proactively increase net environmental, operational, economic, and social benefits both for the Airport and the region it serves. A philosophy that values sustainability will enable the Airport to run more efficiently, reduce its environmental footprint, and elevate the Airport’s reputation as an industry leader, all without sacrificing its high standards for safety and dependability.

A baseline inventory identifies existing conditions and trends at the Airport. The purpose of identifying a baseline is to be able to track and compare data over time, and measure how well the Airport is meeting its sustainability goals in the future. This chapter provides current data that help to define existing conditions for the sustainability categories identified by the Airport and its stakeholders.

As a unique component of the Coeur d’Alene Sustainability Plan, the Sustainable Business Plan defines the Airport’s existing financial conditions and identifies potential measures that can be taken to improve the Airport’s economic standing. Specifically, the Sustainable Business Plan summarizes the Airport’s operating revenues, expenses, assets and liabilities, and provides a projection of revenue generation and expenses. Therefore, while general existing economic data are discussed below, the Sustainable Business Plan provides a detailed baseline inventory for the Airport’s financial conditions.

### 5.1 Population and Economic Growth

The Airport primarily serves the northern Idaho region and is located mostly in an unincorporated area of Kootenai County, with a few parcels of property located in the City of Hayden. The area has historically experienced steady population growth. Historical population and employment data for several jurisdictions within the Airport’s service area are shown in **Table 5-1**. The four cities shown have experienced slightly faster population growth since 2000 than Kootenai County overall. The cities of Hayden and Post Falls had the lowest unemployment rates in 2013 at 8.5%.



**Table 5-1: Historical Population and Employment Data**

Jurisdiction	Population 2000	Population 2013	Average Annual Population Growth Rate (2000-2013)	Unemployment Rate <sup>1</sup> 2013
City of Hayden	9,159	13,432	3.6%	8.5%
City of Rathdrum	4,816	6,934	3.4%	14.9%
City of Coeur d’Alene	34,514	45,045	2.4%	9.8%
City of Post Falls	17,247	28,236	4.9%	8.5%
Kootenai County	108,685	140,785	2.3%	9.6%

Source: U.S. Census; American Community Survey 5-Year Estimates.

<sup>1</sup> Percentage of the population in the labor force (16 years and over)

According to the Idaho Department of Labor, the primary employment sectors in Kootenai County in 2013 included trade, utilities and transportation (10,480 jobs), government (9,942 jobs), leisure and hospitality (7,409 jobs), educational and health services (6,653 jobs), and professional and business services (5,658).<sup>1</sup> Among the major employers in northern Idaho are Kootenai Health (hospital), Coeur d’Alene Resort, Coeur d’Alene Casino, the Center Partners call center, Silverwood Theme Park, North Idaho College, Esterline Advanced Input Systems, and U.S. Bank.<sup>2</sup>

## 5.2 Summary of Aircraft Operations

The information contained in this section is a brief summary of aircraft operations at the Airport. Note that the Terminal Area Forecast provides a generalized view of operations, often repeating values if no actual update is conducted. The overall operations at the Airport have increased between 2003 and 2013, while enplanements have fluctuated over the past 10 years. According to the 2012 Coeur d’Alene Airport Master Plan, general aviation operations, both local and itinerant, declined from 2005 to 2008. This was similar to trends observed across the country, where GA activity had declined in the wake of the financial crisis and increased fuel prices. Aviation activity data is shown in **Table 5-2**.

In addition to normal operations, Coeur d’Alene Airport continues to support aerial firefighting activity during the fire season. Fire season 2015 was very active in the states of Washington and Idaho, and the airport saw an increase in the number of firefighting operations, compared to previous years. The magnitude of use is dictated by the severity of the fire season and the proximity of the fire to the airport. Both helicopter and fixed wing firefighting aircraft currently use the airport for firefighting operations. Support of aerial firefighting activity is critical to the overall health and well-being of the community.

<sup>1</sup> “Kootenai County Workforce Trends,” <https://labor.idaho.gov/publications/lmi/pubs/KootenaiProfile.pdf>, May 2015.

<sup>2</sup> The Guide to North Idaho website, “North Idaho Facts,” <http://www.fyinorthidaho.com/resources/facts/>.



**Table 5-2: Aviation Activity, 2003-2013**

Year	Enplanements	Operations			
		Air Taxi/ Commuter	General Aviation	Military	Total
2003	84	90	94,794	1,400	96,284
2004	0	90	98,522	1,400	100,012
2005	0	90	102,381	1,400	103,871
2006	5	90	105,250	1,400	106,740
2007	78	90	108,223	1,400	109,713
2008	0	27,200	94,420	1,428	123,048
2009	0	27,200	94,420	1,428	123,048
2010	1	27,200	94,420	1,428	123,048
2011	0	27,200	94,420	1,428	123,048
2012	0	27,200	94,420	1,428	123,048
2013	4	27,200	94,420	1,428	123,048

Source: FAA Terminal Area Forecast (TAF), issued January 2015.

### 5.3 Local and Regional Economic Impact

Because the Airport represents a valuable local and regional economic asset within the northern Idaho region, it is important to ensure that it functions sustainably. One of the most vital components of the Sustainability Plan is the preparation of a financial baseline for the airport. Section 5.4 discusses a general airport-specific financial baseline and, as mentioned previously, a detailed baseline inventory for financial conditions is included in the Sustainable Business Plan.

On a more general level, a financial baseline inventory should account for the Airport’s effect on the surrounding communities. According to the Idaho Transportation Department Division of Aeronautics 2010 *Idaho Airport System Plan*, the total annual economic impacts of the Airport were as follows: a total employment of 1,058, with a total payroll of \$40,736,400. The total annual economic output of the Airport was \$129,778,500. These total impacts include both 1) “first-round” impacts, which include both direct and indirect impacts associated with aviation services, as well as 2) “secondary,” or induced, impacts that include “recirculated” impacts resulting from the first-round spending.

It is important to note, however, that the 2010 *Idaho Airport System Plan* was conducted at a time of low-level activity in general aviation. The country was experiencing an economic downturn and the recession had significant negative impacts on GA airports. Since that time, there are more corporate aircraft that use the Coeur d’Alene Airport, more tenants, expanded business, and more jobs generated.



The economic impact of the Airport provides insight as to how the Airport provides value to its local and regional environment. By implementing sustainable practices, the Airport could potentially increase its economic impact, thereby providing an even greater value to its neighbors and users.

## 5.4 Financial Baseline

Sustainability aims to balance environmental, social and economic aspects. Understanding the airport economic and financial characteristics is a crucial aspect of this Sustainability Plan to ensure the long-term viability of the Airport. Increasing annual revenues may also allow the Airport to undertake more sustainable initiatives as funds become available. This section provides a baseline on existing financial conditions at Coeur d’Alene Airport. Additional detailed data for fiscal year 2014 is included in the Appendix, Sustainable Business Plan.

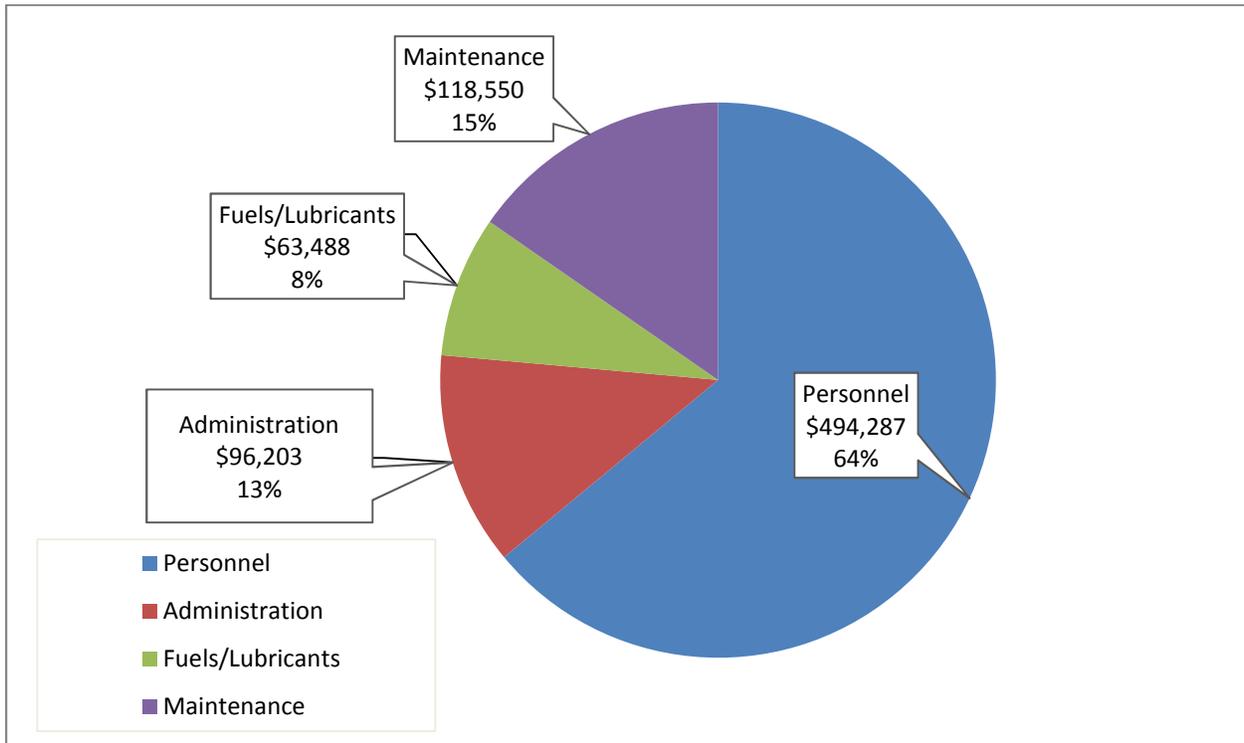
### 5.4.1 Expenses

Regular expenses at Coeur d’Alene Airport are classified in four broad categories: Personnel (salaries, insurance, etc.); Administration (printing, office supplies, fees, etc.); Maintenance (direct expenses related to maintenance of the airport property, including snow removal, mowing, small infrastructure improvements, etc.); and Fuel and Lubricants (in direct support of maintenance activities, this expense is significant and is tracked separately). The different expense categories are illustrated in **Figure 5-1**.

Note that these expenses do not include capital expenditures needed to improve the infrastructure and equipment, or the grant match necessary when receiving Airport Improvement Program (AIP) funds. As grant revenue and expenses vary widely from year to year, they are left out of this analysis. It should also be noted that AIP funds are used to maintain the large scale infrastructure of the airport (primarily pavements).



**Figure 5-1: Expense Categories (2014)**



Source: Airport records.

#### 5.4.2 Future Capital Projects

As an airport included in the National Plan of Integrated Airport Systems (NPIAS), Coeur d’Alene is eligible to receive \$150,000 per year of AIP entitlement funds for qualifying projects. Per the requirements of the AIP program, an appropriate match is necessary using airport or local funds.

It is anticipated that the Airport will face high expenditures and significant funds will be needed in the coming years to maintain the existing airport infrastructure. Future proposed projects include: land acquisition, taxiway, runway and apron rehabilitation, as well as pavement maintenance, taxiway construction and snow removal equipment building construction. While it is anticipated that federal funds will be available for these projects, a local match will also be necessary.

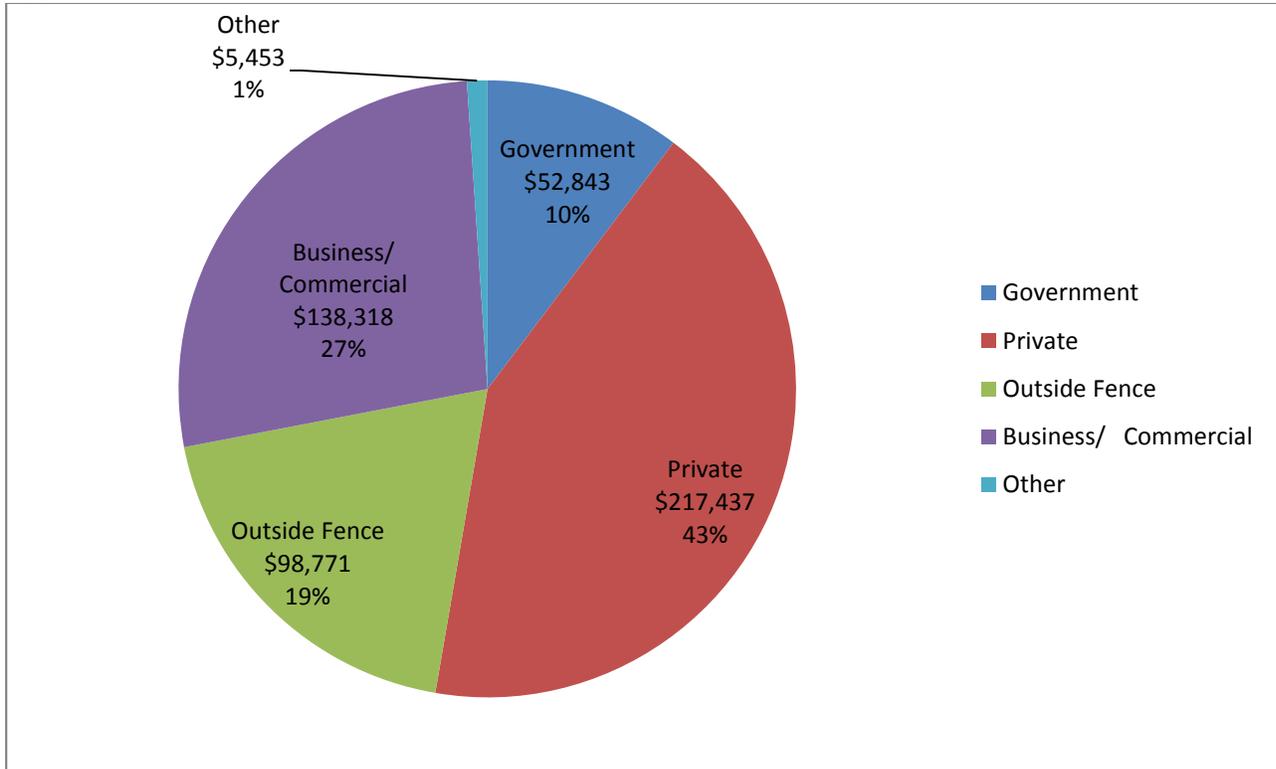
#### 5.4.3 Revenues

Revenues available at the Coeur d’Alene Airport include lease revenues, and fees such as fuel flowage fee and tie-down and ramp fees. AIP funds are used to implement capital expenditure projects needed to improve the infrastructure and equipment at the airport.



**Lease Revenues.** Lease Revenues include leases paid by private entities, government, and business and commercial leases, as well as outside-the-fence leases. Based on calendar year 2014 data, approximately 43 percent of the lease revenues come from private entities. Business and commercial account for 27 percent of the lease revenues, outside-the-fence accounts for 19 percent, and government leases account for 10 percent. The lease revenues percentages are shown in **Figure 5-2**.

**Figure 5-2: Lease Revenues (FY 2014)**

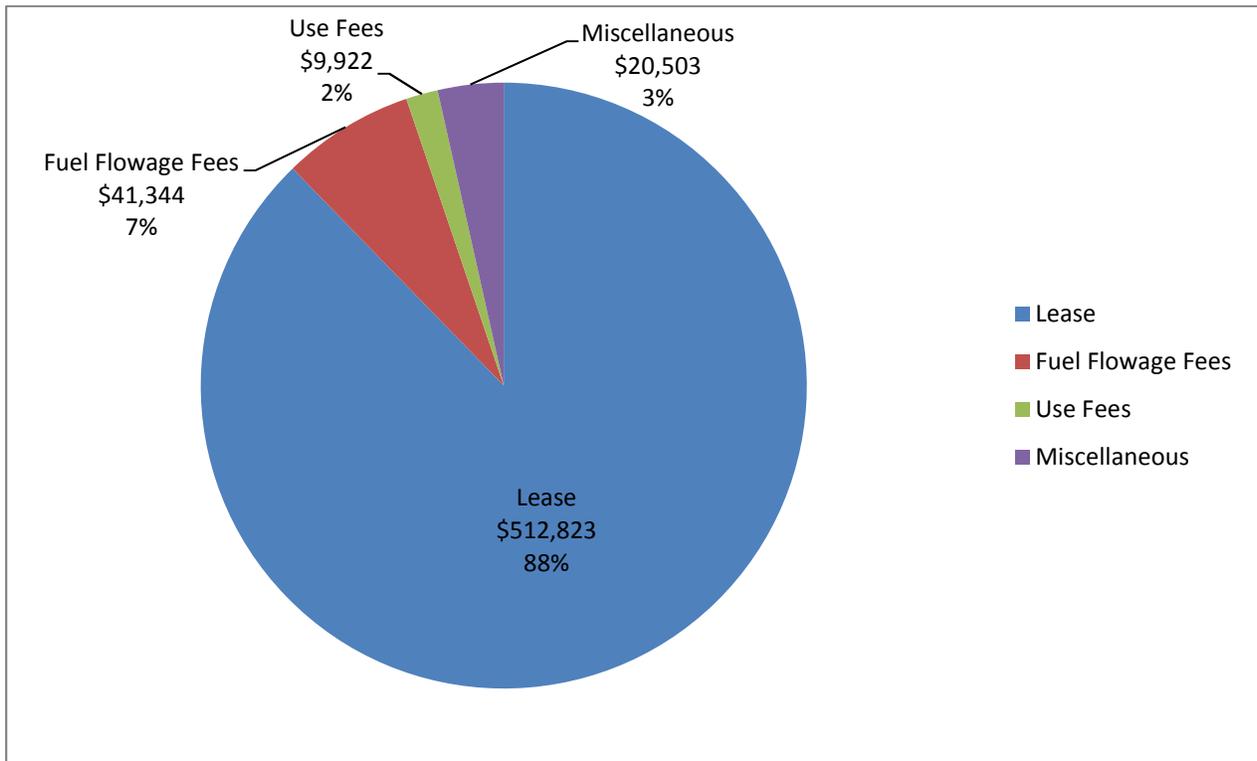


Source: Airport records.

**Fees and Other Sources of Revenues.** Other current sources of operational revenues include tie-down/ramp fees and fuel flowage fees. There are several sources of “miscellaneous” revenue as well, including insurance proceeds and interfund transfers. Fees and other sources of revenues during calendar year 2014 are illustrated in **Figure 5-3**.



**Figure 5-3: Other Sources of Revenues (FY 2014)**



Source: Airport records.

Personal property tax paid by lessees is not included in this analysis. Personal property tax collected on property at the airport (primarily hangars on leased ground) goes into the Kootenai County general fund and is not shown in the airport revenue. Lessees at the airport paid \$262,873 in personal property tax in 2014.

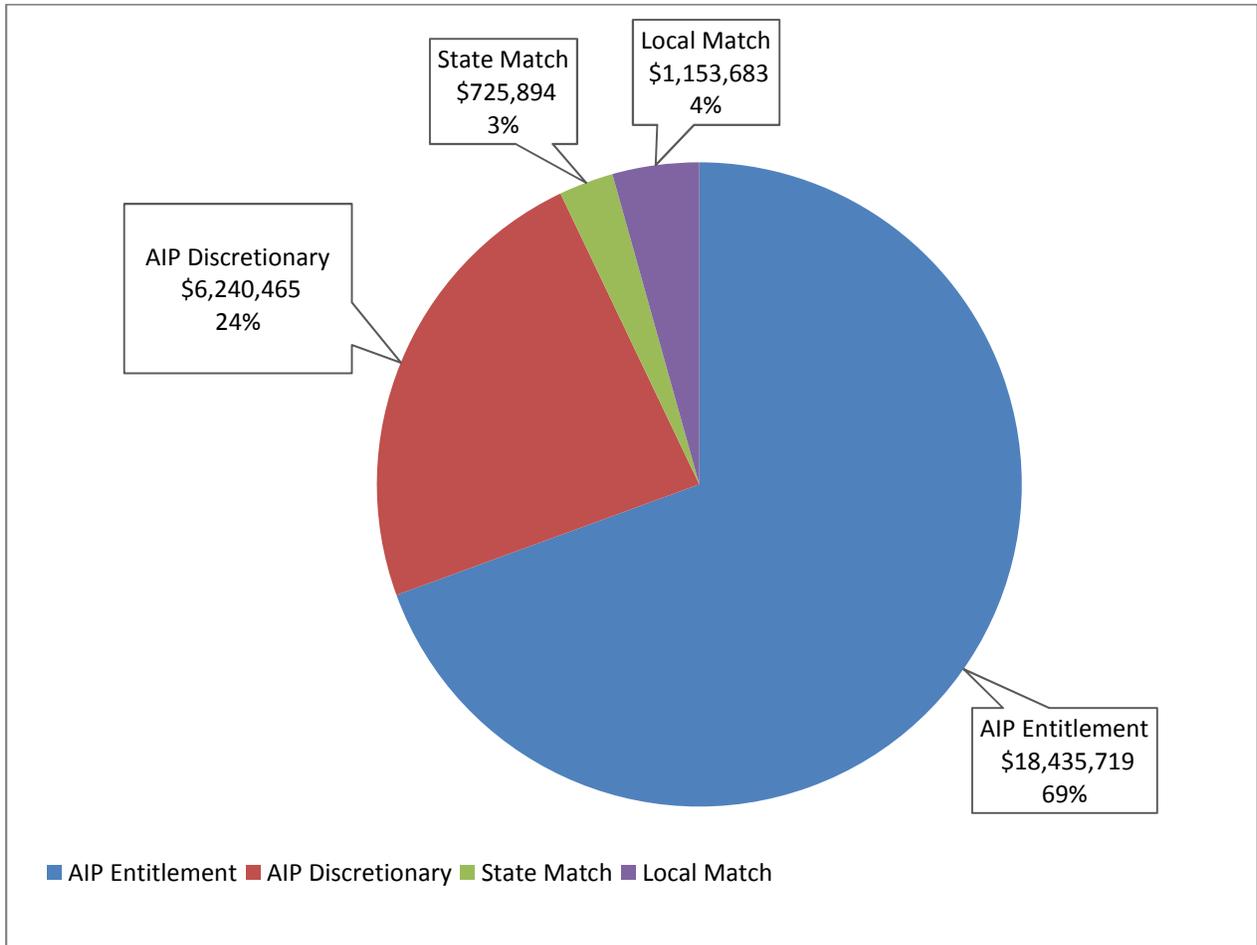
**AIP Grants.** As previously mentioned, as an airport included in the NPIAS, Coeur d’Alene is eligible to receive \$150,000 per year of AIP entitlement funds for qualifying projects. In addition, the Airport has successfully worked with FAA to receive both state apportionment AIP funds, and discretionary AIP funds.

Since 1983, the Airport has received a little over \$20 million of entitlement and state apportionment funds and nearly \$12.5 million of discretionary funds, to fund multiple projects such as pavement rehabilitation, runway extension and lighting, airport master plan and planning studies, as well as apron construction, taxiway rehabilitation, Snow Removal Equipment and ARFF. **Figure 5-4** illustrates the breakdown of capital improvement projects utilizing federal funds (including AIP entitlement and AIP discretionary), state funds and local match since 1997. Since



1997, the airport has expended \$26,555,762 on capital improvement projects with federal assistance; local match accounted for \$1,153,683, state match for \$725,894, and federal funds for \$24,676,185. Federal funds have represented on average 93 percent of the funds used for construction and airport improvement projects. Local match and state match have represented respectively three and four percent on average.

**Figure 5-4: Funds breakdown for airport improvement projects since 1997**



Source: Airport records.



**Table 5-3** summarizes the grants received for the years 2004-2013. During this period, the Airport received nearly \$9 million in entitlement funds and more than \$6.1 million in discretionary funds.

**Table 5-3: AIP Grants, 2004-2013**

Fiscal Year	Description	Entitlement	Discretionary	Economic Recovery	Total
2004	Construct Taxiway	\$1,100,000.00	\$1,300,000.00	\$0.00	\$2,400,000.00
2005	Construct Apron Construct Taxiway Install Perimeter Fencing Conduct Airport Master Plan Study	\$559,365.00	\$2,119,135.00	\$0.00	\$2,678,500.00
2006	Construct Apron	\$1,876,210.00	\$0.00	\$0.00	\$1,876,210.00
2007	Extend Taxiway Install Perimeter Fencing	\$300,000.00	\$0.00	\$0.00	\$300,000.00
2008	Rehabilitate Taxiway Install Perimeter Fencing Extend Taxiway	\$573,238.00	\$0.00	\$0.00	\$573,238.00
2009	Rehabilitate Apron Install Perimeter Fencing Install Airfield Guidance Signs Construct Taxiway Conduct Airport Master Plan Study	\$1,421,232.00	\$55,000.00	\$0.00	\$1,476,232.00
2010	Acquire Snow Removal Equipment Collect airport data for Airports Geographic Information Construct Aircraft Rescue & Fire Fighting Building	\$572,600.00	\$425,000.00	\$0.00	\$997,600.00
2011	Construct Aircraft Rescue & Fire Fighting Building Rehabilitate Runway Rehabilitate Taxiway	\$1,790,458.00	\$30,500.00	\$0.00	\$1,820,958.00
2012	Rehabilitate Runway Rehabilitate Taxiway Install Miscellaneous NAVAIDS	\$496,355.00	\$2,250,000.00	\$0.00	\$2,746,355.00
2013	Rehabilitate Taxiway	\$278,808.00	\$0.00	\$0.00	\$278,808.00
	<b>Total</b>	<b>\$8,968,266.00</b>	<b>\$6,179,635.00</b>	<b>\$0.00</b>	<b>\$15,147,901.00</b>

Source: FAA.



## 5.5 Capital Improvement Plan

The current Airport Capital Improvement Plan (CIP) identifies future use of funds for specific projects. Generally, the Airport uses a formula to determine which funds and the amount of capital that will be dedicated to particular projects. A key part of the master planning process for the Airport is the preparation of a long-term financial plan that considers capital expenditure needs, as well as operational income and expenses. The purpose of CIP is to develop a program of funding for projects and to identify the sources of funds necessary for financing them. **Table 5-4** shows a number of the projects included in the CIP for Coeur d’Alene Airport, as approved by Idaho Transportation Department (ITD) Division of Aeronautics, and **Figure 5-5** shows the allocated amount of funding. As illustrated with **Figure 5-6**, it is important to note that these projects are planned to be mainly funded through the AIP program and outside revenue sources. The average local and state match are expected to be respectively seven and three percent, respectively, between 2016 and 2024.

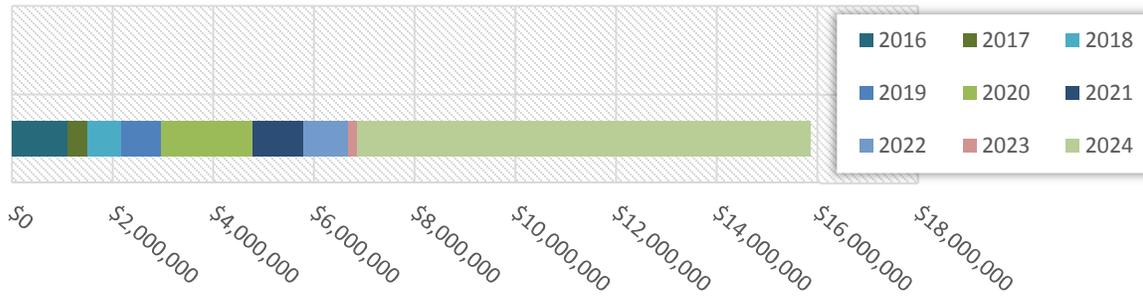
**Table 5-4: COE Capital Improvement Plan 2016-2024**

Year	Project/Phase	Estimated Total Projects Cost
2016	• Rehabilitate Taxiway	\$486,111
	• Acquire Land/Easement for approaches	\$625,000
2017	• Conduct/Update Airport Master Plan or Airport Layout Plan	\$388,889
2018	• Acquire Land/Easement for approaches	\$680,000
2019	• Rehabilitate Runway	\$166,667
	• Acquire Land/Easement for approaches	\$608,889
2020	• Rehabilitate Runway	\$1,833,333
2021	• Rehabilitate Taxiway	\$150,000
	• Construct/Expand/Rehabilitate SRE Building	\$850,000
2022	• Rehabilitate Taxiway	\$900,000
2023	• Construct Taxiway	\$166,667
2024	• Construct Taxiway	\$4,000,000
	• Acquire Land/Easement for approaches	\$5,000,000

Source: COE CIP, ITD.

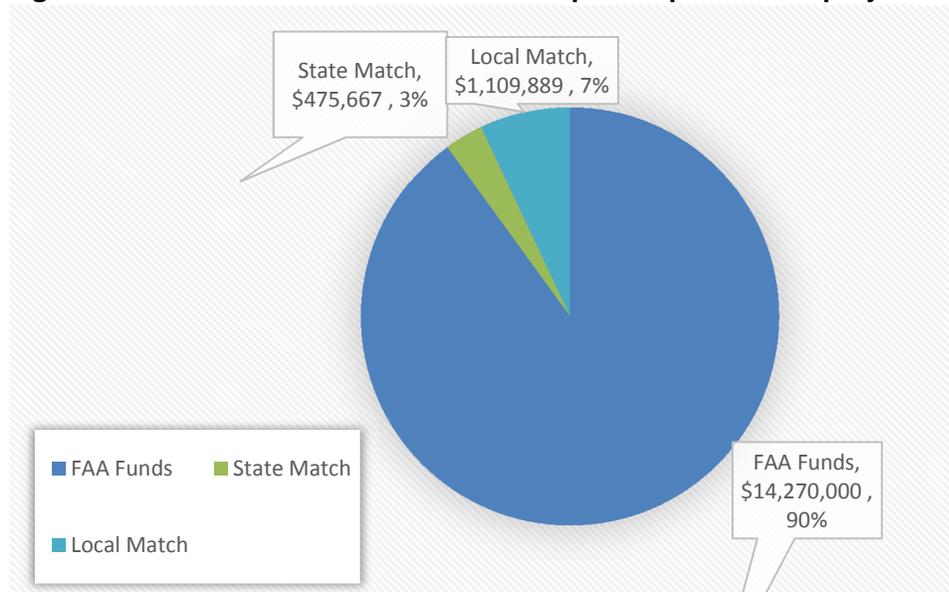


**Figure 5-5: CIP Projects described in the 2016-2024 CIP**



Source: COE CIP, ITD.

**Figure 5-6: Funds breakdown for future airport improvement projects**



Source: COE CIP, ITD.

## 5.6 Energy Utilities

The energy use examined in this Inventory includes only those facilities that are owned and controlled by the Airport (i.e., facilities that are leased are not included). These facilities include the Airfield, Aircraft Storage Related Lighting (hangar and ramp lighting), Street Lighting, the Airport Shop/Maintenance Building, Airport Office, and ARFF (Aircraft Rescue and Firefighting) building. Two years of historical data (2013-2014) were available for electricity and for natural gas usage (separately), and three years of historical data (2012-2014) were available for combined energy costs (natural gas and electricity) for use in this inventory. (Separate electricity and natural gas billings were not available.)



Electricity uses generally include cooling systems and interior and exterior lighting. Natural gas uses generally include HVAC equipment, heating systems, and hot water heaters. Other than day to day usage, energy is expended as a result of Airport projects. The Airport has undergone several development projects in recent years, including a runway and taxiway rehabilitation, pavement sealing, and a taxiway extension. The Airport is planning to shift Taxiway A and construct a new Taxiway P in the near future. The Airport is also planning to construct a formal passenger terminal building and terminal apron in 2023. Although the terminal construction would increase total electricity use, usage in the terminal and Airport overall (i.e., usage per square foot) would ideally be as efficient as possible through implementation of the recommendations identified in the Energy Audit that was conducted for this Sustainability Plan as well as other initiatives developed as part of the sustainability planning process.

### 5.6.1 Energy Consumption: Airport Office, Airport Shop/Maintenance Building, and ARFF Building

Avista Utilities provides both electricity and natural gas to the Airport. While some airport owned/controlled facilities use only electricity, the Airport Shop/Maintenance Building, ARFF Building, and Airport Office use both electricity and gas. Because these facilities consume much of the energy at the Airport, this section discusses electricity and natural gas use specifically for these three facilities.

#### 5.6.1.1 Airport Office

Historic monthly electric and gas utility data for the Airport Office from calendar years 2013 and 2014 are shown in **Figure 5-7** and **Figure 5-8**. As seen in **Figure 5-7**, electricity usage is slightly higher in the summer than in the winter. This could be due to increased cooling loads during the spring and summer months; however, the difference in summer electricity usage is not substantially higher than usage during the colder months. This lack of large seasonal fluctuation typically indicates that much of the electricity is being used by lighting, fans, and other such non-seasonal uses. Therefore, there are likely to be opportunities for reducing electrical consumption in the office building because changes in electricity usage would not have a great impact on the indoor temperature comfort level.

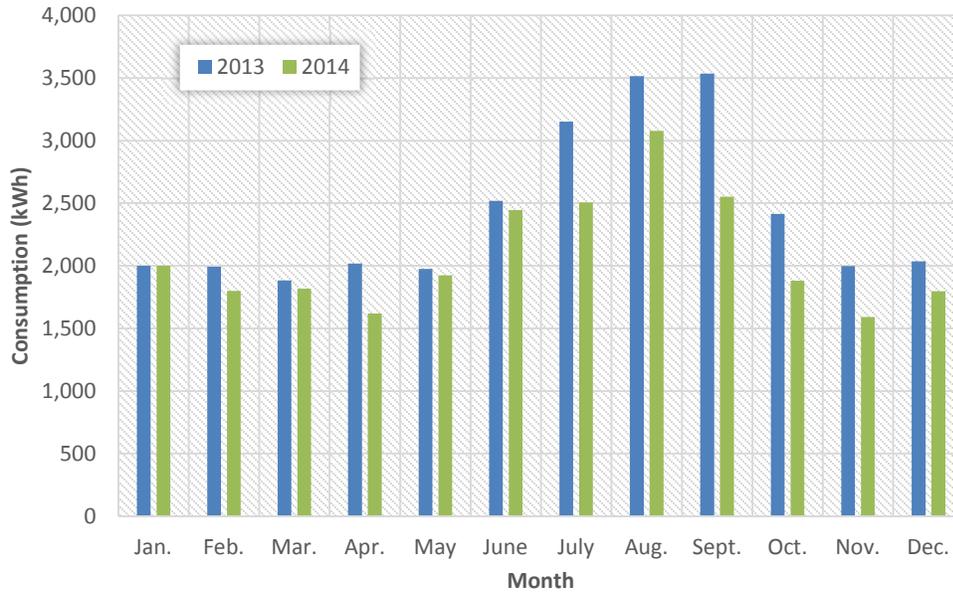
In contrast, natural gas consumption is greater in the winter months due to increased heating loads met by the gas furnaces, which is typical for a colder climate such as northern Idaho (see **Figure 5-8**). The seasonal fluctuation in consumption of natural gas is much greater than for electricity.

According to the Energy Audit conducted for this Sustainability Plan, it was noted that the temperature set point in the Airport Office was 66° F during the site visit at about 7:45 am in July; this temperate was cooler than normally expected. However, due to the structure of the building



and location of windows, the building can get very warm due to sunlight. While observations indicate that there is significant potential for reduction of heating and cooling costs through adjustment of the set points, it is important to ensure the comfort of staff and guests in the building.

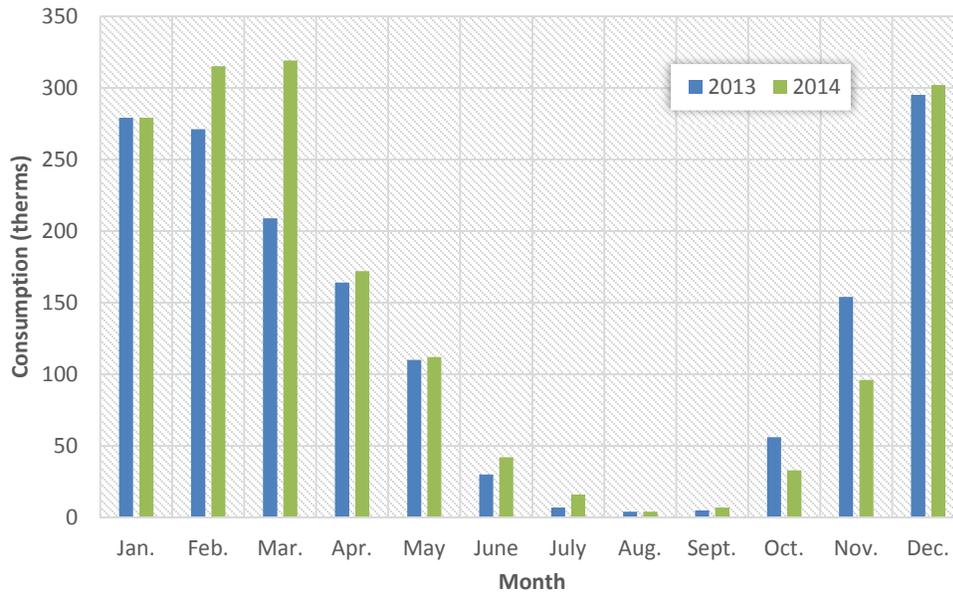
**Figure 5-7: Electricity Usage for the Airport Office**



Source: Airport records.



**Figure 5-8: Natural Gas Usage for the Airport Office**



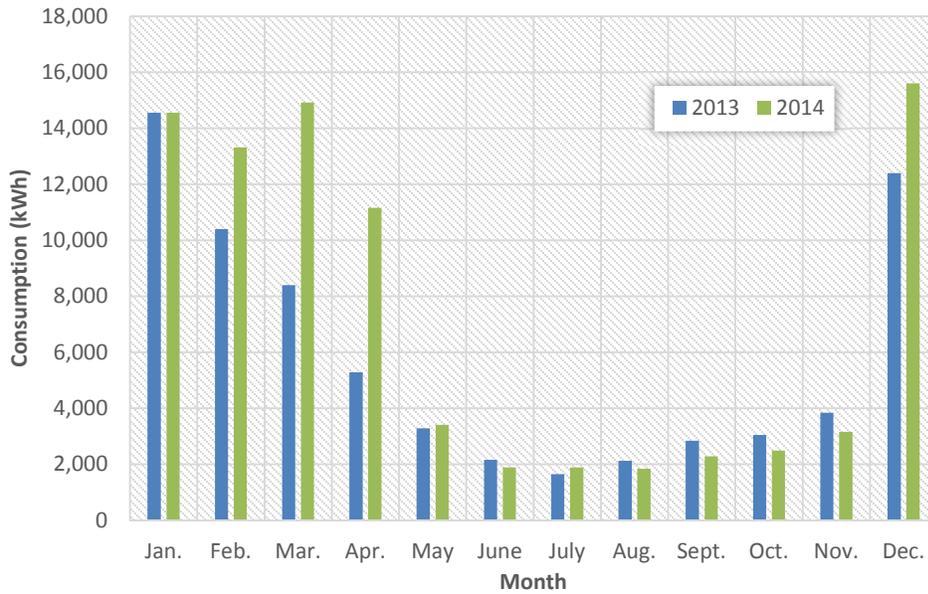
Source: Airport records.

#### 5.6.1.2 Airport Shop/Maintenance Building

Historic monthly electric and gas utility data for the Airport Shop/Maintenance Building from calendar years 2013 and 2014 are shown in **Figure 5-9** and **Figure 5-10**. Unlike the Airport Office, electrical consumption for the Shop/Maintenance Building is more seasonal, meaning consumption of both electricity and natural gas is higher during the colder months. One reason for this could be due to shorter days (and therefore less light) in the winter months, and the need to use more electricity in the shop for lighting and other uses. Alternatively, there could be a loss of energy due to the doors of the Airport Shop/Maintenance Building being left open relatively frequently to move equipment. It was noted that several of the maintenance areas utilize gas unit heaters for open areas with overhead doors. According to the Energy Audit, the use of radiant heaters has the potential to reduce energy consumption, thereby decreasing heating costs.

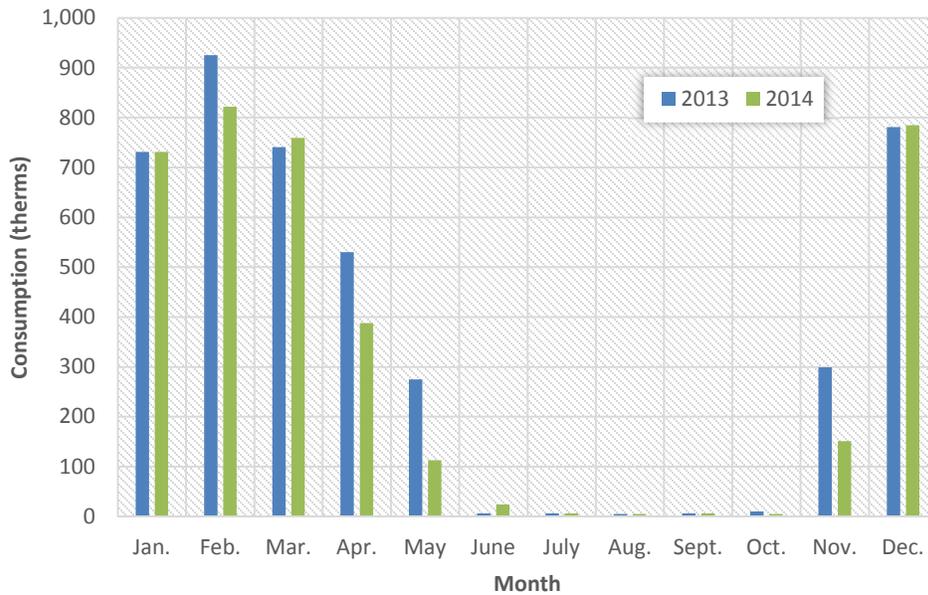


**Figure 5-9: Electricity Usage for the Airport Shop/Maintenance Building**



Source: Airport records.

**Figure 5-10: Natural Gas Usage for the Airport Shop/Maintenance Building**



Source: Airport records.

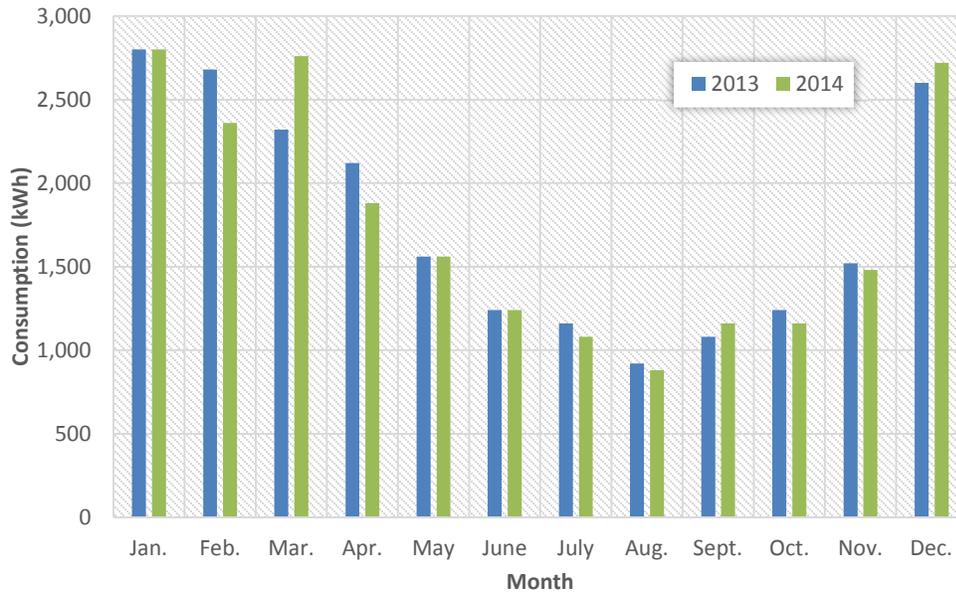


5.6.1.3 ARFF

Monthly gas and electricity usage for the ARFF follow a similar pattern to the Airport Shop/Maintenance Building. Energy consumption rates are higher in the winter months and lower in the summer months. Utilities consumption for the ARFF is shown in **Figure 5-11** and **Figure 5-12**. As discussed previously, fluctuations in natural gas usage is often an indication that natural gas usage is for heating uses in the winter months, which is typical for a colder climate such as northern Idaho. Similar to the Airport Shop/Maintenance Building, higher electricity usage in the winter months may reflect the need to use more electricity for lighting and other uses during short days.

Whether or not anyone is staying in the building, the ARFF must be kept ready for use (with regard to heat and light). Because of this according to the Energy Audit, the ARFF building is thought to operate somewhat inefficiently, especially in the winter, given the amount of time that it is utilized. This could be a combination of several factors, specifically the size of the space required to keep above freezing, the block construction that does not allow for maintaining the temperatures desired, and the systems not being very adaptive to lower usage. For these reasons, the ARFF building presents significant potential for increasing cost efficiencies.

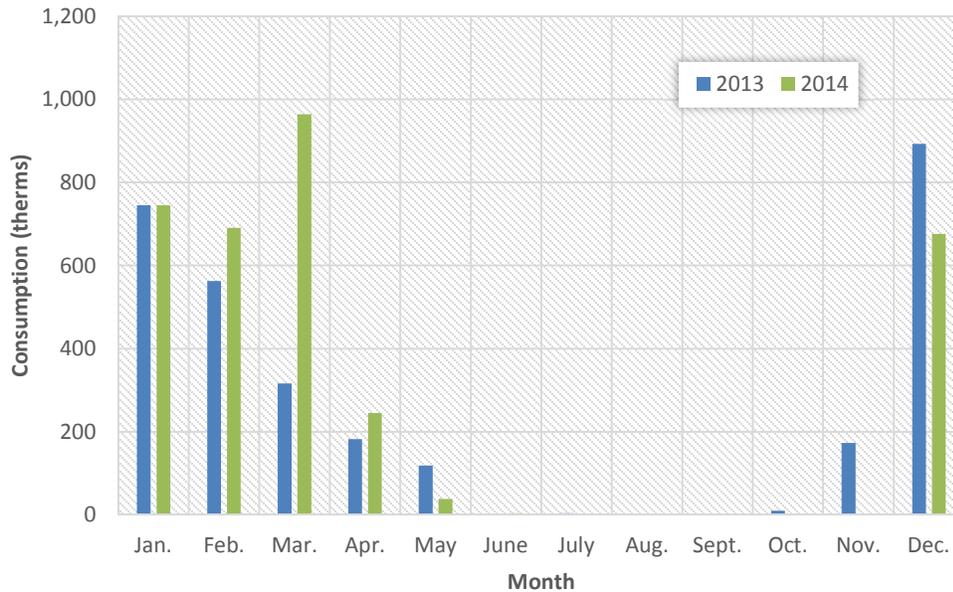
**Figure 5-11: Electricity Usage for the ARFF**



Source: Airport records.



**Figure 5-12: Natural Gas Usage for the ARFF**



Source: Airport records.

## 5.6.2 Energy Consumption for all Airport Facilities

### 5.6.2.1 Electricity Consumption

A summary of electricity consumption for all airport owned/controlled facilities is included in this section. While the previous sections discussed the Airport Shop/Maintenance Building, ARFF Building, and Airport Office in particular, this section analyzes those facilities in addition to the Airfield, Aircraft Storage Related Lighting (hangar and ramp lighting) and Street Lighting. Average monthly and yearly (2013-2014) electricity usage for each airport facility is shown in **Table 5-5**. A visual comparison of the annual usage is illustrated in **Figure 5-13**.



**Table 5-5: Electricity Use Averages by Facility (2013-2014)**

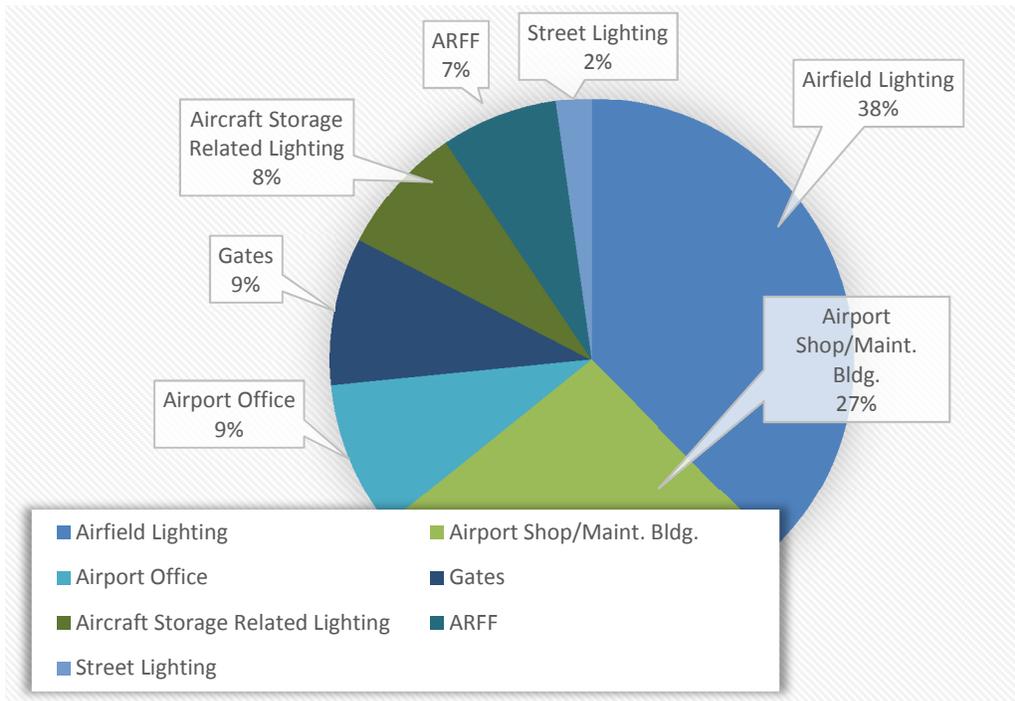
Facility	Usage (kWh)
<b>Airport Office</b>	
<i>Average per month</i>	2,252
<i>Average per year</i>	27,023
<b>Airport Shop/Maint. Bldg.</b>	
<i>Average per month</i>	6,518
<i>Average per year</i>	78,220
<b>Airfield Lighting</b>	
<i>Average per month</i>	9,192
<i>Average per year</i>	110,309
<b>Aircraft Storage Related Lighting</b>	
<i>Average per month</i>	1,955
<i>Average per year</i>	23,459
<b>Gates</b>	
<i>Average per month</i>	2,241
<i>Average per year</i>	26,886
<b>Street Lighting</b>	
<i>Average per month</i>	541
<i>Average per year</i>	6,491
<b>ARFF Building</b>	
<i>Average per month</i>	1,763
<i>Average per year</i>	21,160

Source: Airport Records.

Notes: Two of the ten electrical service accounts classified under “Gates” were identified as Gate/Lift Stations but were included in the “Gates” category for analysis purposes. January 2013 usage data was unavailable; usage for that month was assumed to be the same as in January 2014.



**Figure 5-13: Annual Average Electricity Use by Facility (2013-2014) (kWh)**



Source: Airport records.

With 37.6% of total usage, the Airfield Lighting had the highest electrical usage, and therefore, the highest costs of the facilities examined here. This is primarily due to the duration and intensity of usage during inclement weather during daytime hours, as well as during the nighttime hours. The Airport previously tried to implement LED upgrades in the pedestal lighting located along the runways in an effort to reduce airfield lighting costs, but was not pleased with the performance. The LED products did not produce enough heat to keep lenses clear in the winter and the quality of light was not deemed adequate. However, the Airport does use LED lighting for the taxiway.

The airport has already started to implement energy saving measures. According to the Energy Audit, it appears that all T-12 fluorescent lighting has been upgraded with T-8 fluorescent lighting in recent years. Additionally, of approximately eight older generation street lights noted around the facility, two are scheduled to be upgraded.



### 5.6.2.2 Natural Gas Consumption

Although all of the facilities use electricity, only the Airport Office, Airport Shop/Maintenance Building, and ARFF Building use natural gas. Natural gas uses at the Airport include the heating, ventilating, and (HVAC) systems. As seen in **Table 5-6**, the Airport Shop/Maintenance Building had the highest overall use of natural gas at 4,055 therms on average per year. The second highest use of natural gas was in the ARFF Building with 2,823 therms, followed by the Airport Office with 1,501 therms. A visual comparison of this information is presented in **Figure 5-14**.

**Table 5-6: Natural Gas Use Averages by Facility (2013-2014)**

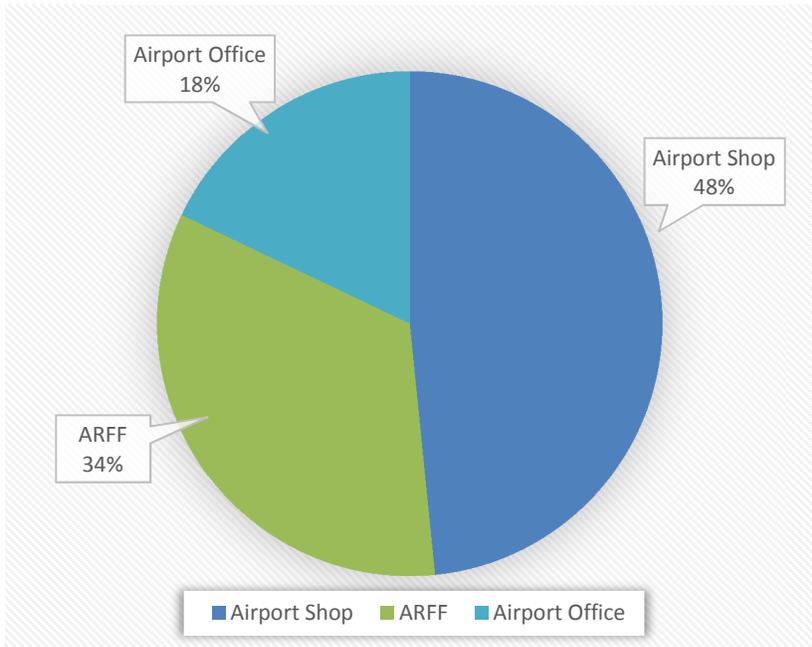
Facility	Usage (Therms)
<b>Airport Office</b>	
<i>Average per month</i>	125
<i>Average per year</i>	1,501
<b>Airport Shop/Maint. Bldg.</b>	
<i>Average per month</i>	338
<i>Average per year</i>	4,055
<b>ARFF Building</b>	
<i>Average per month</i>	235
<i>Average per year</i>	2,823

Source: Airport Records.

Note: January 2013 usage data was unavailable; usage for that month was assumed to be the same as in January 2014.



**Figure 5-14: 2013-2014 Annual Average Natural Gas Use by Facility (therms)**



Source: Airport records.

**Figure 5-15** shows the average total natural gas use for Airport-owned and -controlled facilities during each month of the year for 2013-2014. This figure shows that overall Airport natural gas consumption follows the expected profile, where there is a higher use in the colder months (December, January, February, and March), than during the warmer months.



**Figure 5-15: 2013-2014 Average Natural Gas Use by Month**



Source: Airport records.

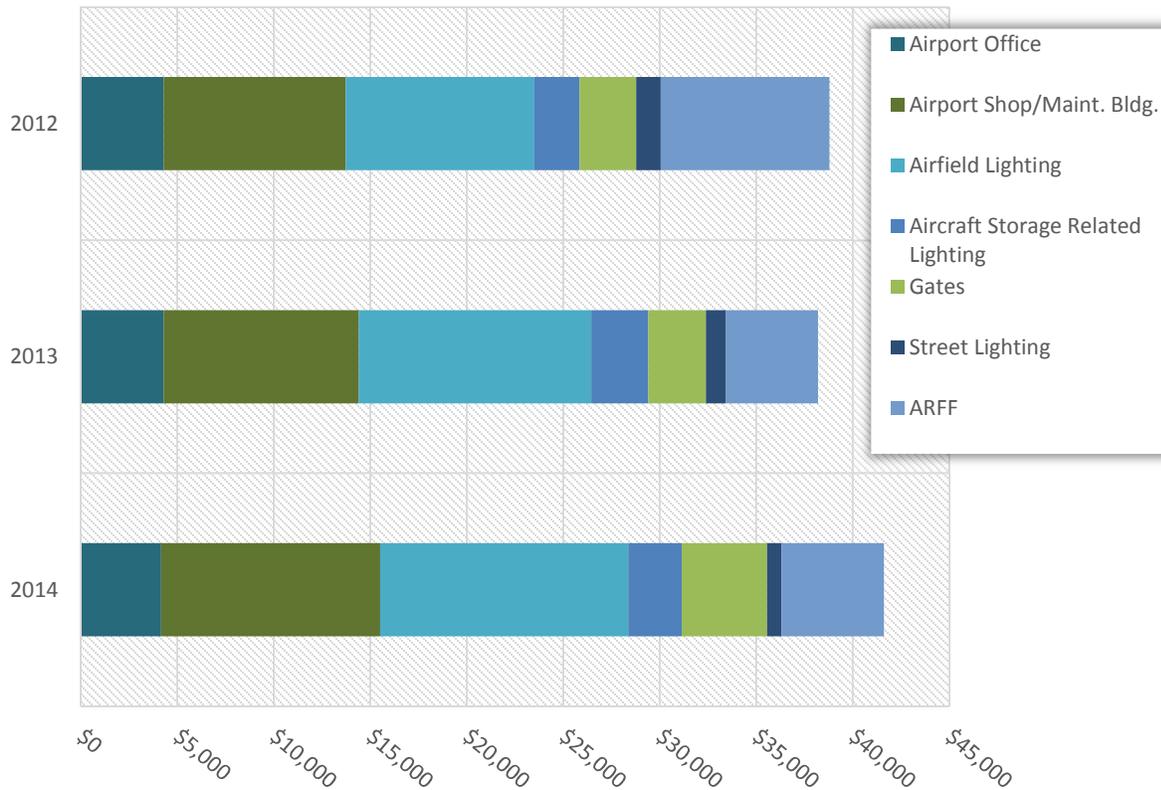
### 5.6.3 Energy Costs

Historical trends show that electricity costs tend to be more constant throughout the year, while natural gas costs can vary depending on the season. This is likely because the use of lighting, fans, appliances, and other similar uses at the Airport are run on electricity, and tend to not be related to seasonal weather changes.

However, because Avista Utility billing accounts show combined electricity and gas costs, it was not possible to fully break out one utility cost from the other. Therefore, **Figure 5-16** illustrates the overall cost of energy (electricity and natural gas) for each airport facility for the years 2012 through 2014. The facilities identified with the highest energy costs include the Airport Shop/Maintenance Building, Airfield Lighting, and the ARFF.



**Figure 5-16: Energy (Natural Gas and Electricity) Costs (2012-2014)**



Source: Airport records; Avista Utilities natural gas and electricity bills.

Utilities (\$41,614) accounted for approximately 6.9% of the total operating expenses (\$606,162) for the Airport in 2014. As shown in **Figure 5-16**, the majority of energy used in the Airport is driven by the Shop/Maintenance Building, Airfield Lighting, and ARFF. Although all facilities at the airport contribute to the cost of energy, these facilities contribute substantially more than the Airport Office, Aircraft Storage Related Lighting, Gates, and Street Lighting. Energy expenses for these facilities include air distribution systems (HVAC systems), heating, cooling, water heating, and lighting.

#### 5.6.4 Energy Summary

Because gas and electricity are expressed in different units of energy (therms for natural gas and kWh for electricity), it is useful to combine them into one unit to normalize overall energy usage for a building area. The standard unit for this is kBtu, and is included in **Table 5-7**. One kBtu is equal to 1,000 BTUs, 3.41 kWh, or 100 therms. This is then converted into energy use intensity by dividing the total annual kBtus by the total area (in square feet). The relative use of the ARFF and Airport Office facilities in terms of energy per square foot is low in comparison to the Airport Shop



and Maintenance Building. For the most part, energy in these facilities is used for heating, cooling, water use, and electricity.

The average total energy used by the Airport totals to 1,839,527 kBTU, combining electricity and natural gas for each of the facility areas. Comparing these numbers, Airfield Lighting and the Airport Shop/Maintenance Building are the two largest sources of energy usage. However, the amount of usage for each type of utility tends to vary by time of year. **Figure 5-17** depicts the percent of total energy use (natural gas and electricity combined) by facility.

**Table 5-7: Total Energy (Electricity and Natural Gas) Use/Cost Averages by Facility**

Facility	Total Site Energy			
	Total Cost (\$)¹	Total Energy (kBTU)²	\$/ft²	kBTU/ft²
<b>Airport Office</b>				
<i>Average per month</i>	\$354.26	20,184	\$0.10	5.6
<i>Average per year</i>	\$4,251.12	242,306	\$1.18	67.3
<b>Airport Shop/Maint. Bldg.</b>				
<i>Average per month</i>	\$858.24	56,040	\$0.17	10.9
<i>Average per year</i>	\$10,298.87	672,398	\$2.00	130.5
<b>Airfield Lighting</b>				
<i>Average per month</i>	\$962.59	31,364	N/A	N/A
<i>Average per year</i>	\$11,551.10	376,390	N/A	N/A
<b>Aircraft Storage Related Lighting</b>				
<i>Average per month</i>	\$224.23	6,671	N/A	N/A
<i>Average per year</i>	\$2,690.71	80,045	N/A	N/A
<b>Gates</b>				
<i>Average per month</i>	\$287.13	7,647	N/A	N/A
<i>Average per year</i>	\$3,445.50	91,739	N/A	N/A
<b>Street Lighting</b>				
<i>Average per month</i>	\$85.03	1,846	N/A	N/A
<i>Average per year</i>	\$1,020.31	22,148	N/A	N/A
<b>ARFF Building</b>				
<i>Average per month</i>	\$522.88	29,516	\$0.10	5.9
<i>Average per year</i>	\$6,274.54	354,501	\$1.25	70.9

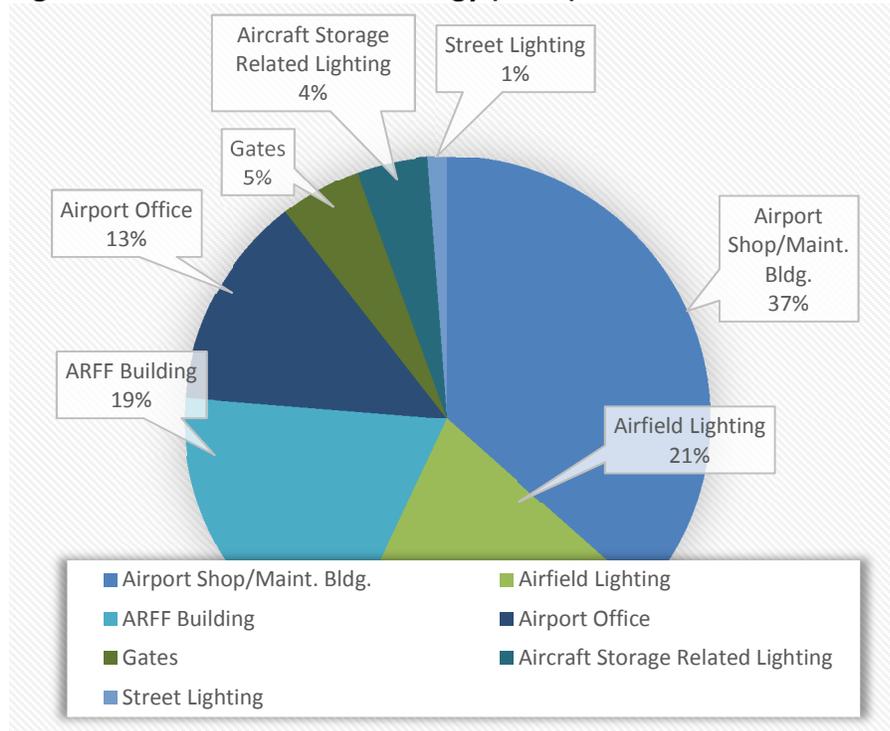
Source: Airport Records.

Notes: Total Cost averages over three years (2012-2014), whereas only two years of historical data (2013-2014) was available for usage (Total Energy). Two of the ten electrical service accounts classified under “Gates” were identified as Gate/Lift Stations but were included in the “Gates” category for analysis purposes. January 2013 usage data was unavailable; usage for that month was assumed to be the same as in January 2014.

1. Average costs for 2012-2014. 2. Average usage for 2013-2014.



**Figure 5-17: Percent of Total Energy (kBTU)**



Source: Airport Records.

## 5.7 Employee Commuting Habits

The Airport currently employs eight active employees. In order to better understand employee commuting, a survey of Airport employees was conducted on employee travel to and from work during the year 2014. The survey covered topics such as commuting distance, city/town of origin, and mode of travel to work. Completion of the surveys was voluntary, and the surveys were available to all employees working at the Airport. All eight surveys, or 100%, were returned.

100% of airport employees traveled by car to work 100% of the time during 2014. No employees travelled by bus, train, bicycle, or another model of transportation. Thus, the single occupancy vehicle was the primary means that employees used to travel to work.

The average round trip commuting distance was approximately 16.5 miles. No parking fees are charged for employees or passengers, as all parking at the Airport is free. The results of the employee survey are included in **Table 5-8**.



**Table 5-8: COE Employee Commuting Survey Results for the Year 2014**

Employee Survey Item	Average/ Percentage
Number of Days Worked at Airport	186.3
Distance Travelled to Work (Round Trip Miles)	16.5
Percentage of Employees Surveyed Who Carpool	0%
Typical Modes of Travel to Work	
<i>Car (Single Occupancy)</i>	100%
<i>Bike</i>	0%
<i>Bus</i>	0%
<i>Train</i>	0%
<i>Carpool</i>	0%
<i>Other</i>	0%

Source: *Employee Survey*, Mead & Hunt (2015).

Note: "Other" generally included motorcycling, vanpool, or other methods not identified.

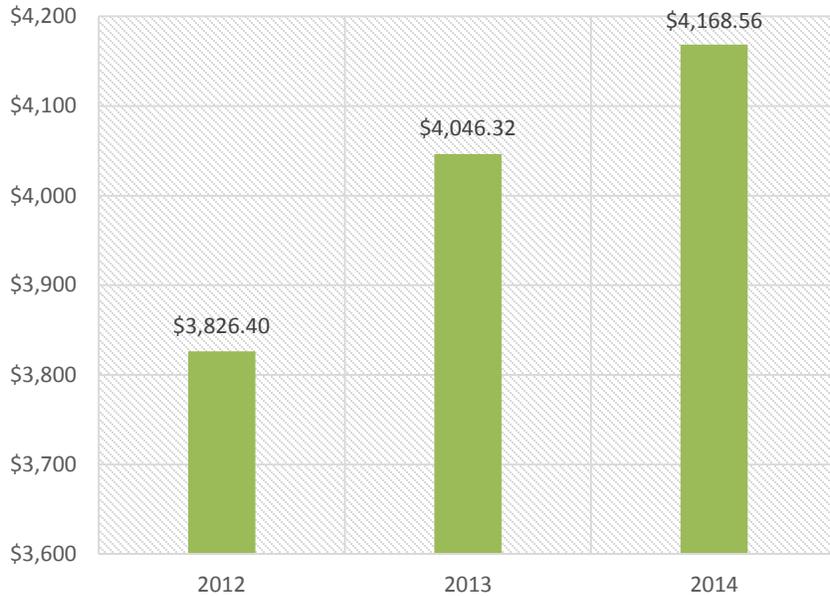
## 5.8 Water Resources

### 5.8.1 Water Expenses

Water for Coeur d’Alene Airport is provided through the Avondale Irrigation District and the Hayden Lake Irrigation District. Water costs were available in annual totals for the years 2012-2014. Water used for Airport facilities, as well as for tenants at the Airport, comes from the same water lines. Therefore, water usage costs for all of these entities are included on the same bill (for each irrigation district), which the Airport pays in full. **Figure 5-18** depicts water costs at the Airport over these years. Total annual water costs have increased slightly at approximately the same rate over each of the past three years.



**Figure 5-18: 2012-2014 Annual Water Costs**



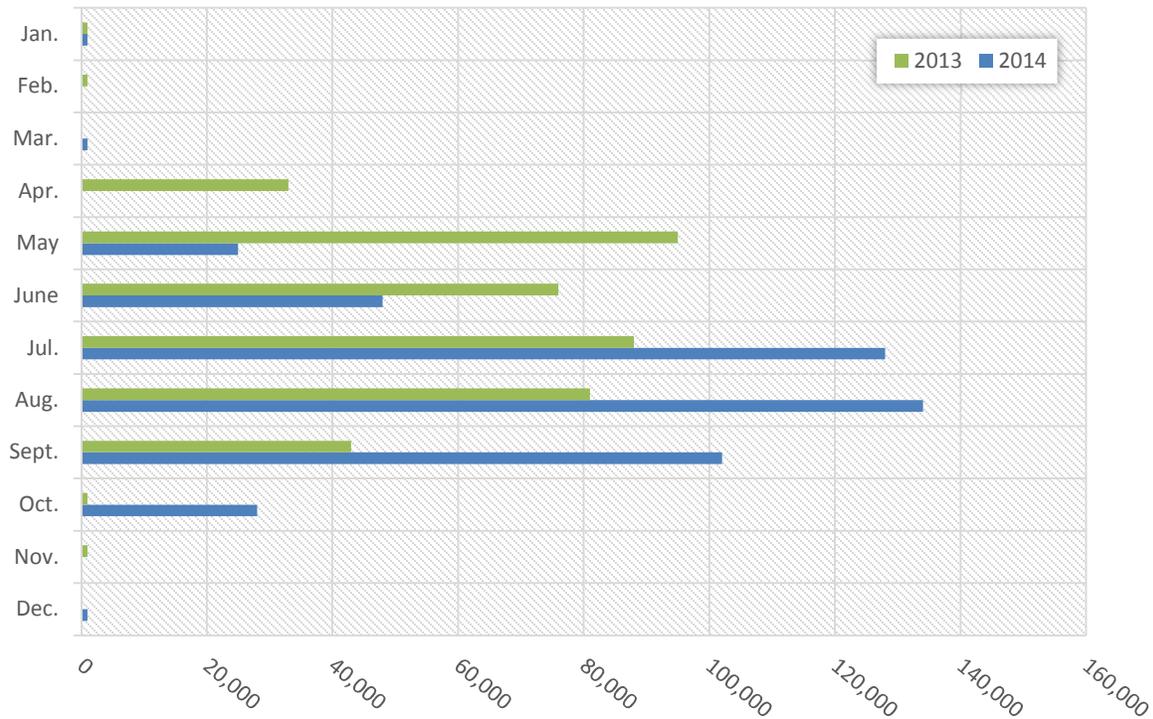
Source: Airport records.

### 5.8.2 Water Use

Water usage was available for the years 2013 and 2014. Usage by month for 2013 is shown in **Figure 5-19**. Water usage can peak during the summer due to the additional demand during the hottest months and use for landscaping. The month of May had the highest usage of the year at about 95,011 gallons in 2013. In 2014, the peak water usage month was August, with 134,015 gallons used. Weather variability often accounts for the difference, but the overall trend was consistent, with higher water use during the warmer months.



Figure 5-19: 2013-2014 Water Usage in Gallons by Month



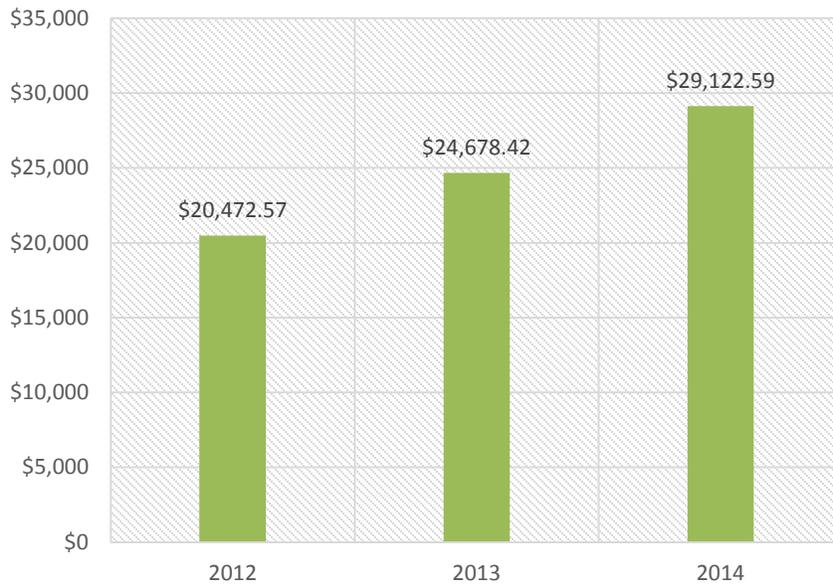
Source: Coeur d'Alene Airport water usage reports for Hayden Lake Irrigation District and Avondale Irrigation District (2013-2014).

### 5.8.3 Sewer Expenses

The Hayden Area Regional Sewer Board provides sewer services for the Airport. As with water usage, sewer usage for both the Airport facilities and tenants at the Airport is all tied into the same line. Therefore, sewer usage costs for all of the meters are included on the same bill. The total costs for sewer in 2012-2014 are shown in **Figure 5-20**.



**Figure 5-20: 2012-2014 Annual Sewer Costs**



Source: Airport records.

#### 5.8.4 Surface Water and Storm Water

There are no significant surface water drainages near the Airport. There are a number of lakes in the region, including Hayden Lake, which is partially surrounded by the Coeur d’Alene National Forest and is located 2.5 miles east of the Airport. The 2012 Coeur d’Alene Airport Master Plan recommended a number of procedures and policies to prevent stormwater pollution from Airport activities. According to the Master Plan, “Coeur d’Alene Airport is not required to obtain an NPDES permit, formally prepare a Stormwater Pollution Prevention Plan (SWPPP), or maintain a Spill Prevention Control and Countermeasures plan (SPCC) because no runoff directly interacts with U.S. water bodies.” However, the Master Plan recommended that the Airport actively pursue stormwater pollution prevention measures in support of state and local regulations and to protect the underlying Rathdrum-Prairie Aquifer from potential contamination via drywells on airport property (2012 Coeur d’Alene Airport Master Plan Appendix A).

### 5.9 Waste and Recycling

Waste removal and recycling at Coeur d’Alene Airport is performed by Waste Management, Inc. There are two dumpsters on the Airport, a 1-yard and a 6-yard dumpster, located in two separate areas of the Airport. Dumpsters are emptied weekly. Tenants and hangar lessees are responsible for their own waste disposal and costs. The Airport does not currently have a waste reduction or recycling program. However, the Airport recycles construction waste from construction projects



and includes waste recycling standards in its construction contracts. The Airport Office also recycles newspaper. Because the Airport’s solid waste service can also handle single-stream recyclables, there is substantial opportunity for expanding the types of materials collected for recycling at the Airport.

### 5.10 Natural Habitats

The closest water bodies to the Airport are Hayden Lake, Avondale Lake, and Tottens Pond, located approximately 2.3 to 3.5 miles to the east and southeast, as well as Alpine Lake, located approximately 2.8 miles to the northeast. According to the National Wetlands Inventory, there are no wetlands on Airport property; the nearest wetlands are approximately 1.5 miles northeast of the Airport. Areas north and west of the Airport are primarily agricultural land, whereas areas to the south and east are more urbanized.

There are four species of concern located within Kootenai County. According to the U.S. Fish and Wildlife Service (USFWS), there are four federally listed endangered, threatened, or candidate species known to occur within Kootenai County (see **Table 5-9**). There have been no reported incidents on airport property associated with these species.

**Table 5-9: Kootenai County Threatened, Endangered and Candidate Species**

Group	Common Name	Scientific Name	Status
Fishes	Bull Trout	<i>Salvelinus confluentus</i>	Threatened
Flowering Plants	Spalding’s Catchfly	<i>Silene spaldingii</i>	Threatened
Mammals	Gray wolf	<i>Canis lupus</i>	Recovery
Mammals	Canada Lynx	<i>Lynx canadensis</i>	Threatened

Source: U.S. Fish & Wildlife Service, Federally Listed, Proposed, Candidate, Threatened and Endangered Species and Species of Concern within Kootenai County, Idaho (accessed March 20, 2015).

### 5.11 Land Use and Noise

#### 5.11.1 Land Use

The Airport is located mostly in unincorporated Kootenai County with a few parcels in the City of Hayden. Kootenai County has jurisdiction over the Airport property. The Airport has two runways: Runway 06-24 is 7,400 feet long by 100 feet wide, and Runway 2-20 is 5,400 feet long by 75 feet wide. The three most recent airport master plans completed in 1981, 2000, and 2008 recommended runway lengths of 9,500, 7,400, and 9,170 feet, respectively. Recommended runway lengths are highly dependent on the critical aircraft expected to use the airport over a twenty-year period. Runway lengths are also determined by anticipating future needs. The three airport master



plans recommend different runway lengths because anticipated demand and aircraft types projected to use the airport have fluctuated over the years and were different at the time these studies were completed. In addition, runway length computations are highly dependent on the individual performances of each aircraft, as well as aircraft operators' procedures. Future studies may recommend different lengths based on the evolution of the type of aircraft and fleet mix.

Land use surrounding the Airport falls primarily under the jurisdiction of the City of Hayden. Surrounding land uses include light industrial to the south and northeast, single- and multi-family residential, commercial, and light industrial to the east, and agricultural to the north and west. Other communities in the region include Hayden Lake, Dalton Gardens, Coeur d'Alene, Post Falls, and Rathdrum.

Effective compatible land use planning aims to protect both the airport and the surrounding communities from height, safety and noise concerns. Effective land use plans incorporate both height restrictive and basic land use restrictions via zoning. It is important to point out there is a very distinct difference between height restriction zoning and basic land use zoning. Height restriction zoning generally conforms to CFR Part 77 with the intent of protecting the airspace around an airport from objects or structures which may pose hazards to aircraft operators. The intent of the land use zoning is to prevent incompatible land uses from being allowed near an airport where the impacts of airport operations, such as noise, dust, and/or fumes can have a potentially negative impacts on that land use, or the impact of the incompatible land use can have a potentially negative impact on the airport. Further, effective land use planning takes into consideration not only height protections and noise and environmental issues, but also aircraft and airport safety.

The City of Hayden and Kootenai County have adopted Zoning Ordinances that, when combined with existing land uses, indicate the direction of future land use in the vicinity of the Airport. The Airport is located within the County's Light Industrial Zone (LI). Some of the other County zoning districts surrounding the Airport include the Agricultural Zone (A) and Agricultural Suburban Zone (AS) to the west and northwest, as well as the City of Hayden Agricultural Zone (A), Light Industrial Zone (L-I), Residential Zone (R-1), Residential Suburban Zone (R-S), and Commercial Zone (C).

The Kootenai County Zoning Ordinance contains an Airport Overlay District that uses Federal Aviation Regulations (FAR) Part 77 surfaces as a basis for determining height limitations. It also contains marking and lighting, storage, landscaping, and setback requirements. The City of Hayden does not currently have an airport overlay district. Currently, Kootenai County has a Draft Interim Development Code that discusses the details of an Airport Overlay Zone. This draft went out for public comment on February 24, 2015.



Proactive land use planning protects the airport, the community and its citizens from future incompatible growth. In many instances, a community’s willingness to take a proactive approach in addressing compatible land use planning can prevent the need to be reactive and can preclude more severe conflicts down the road. According to the Master Plan, it is recommended that the government stakeholders, primarily Kootenai County and the City of Hayden, develop a comprehensive overlay to support compatible land use development. The Airport will continue to work with local and regional governments and entities to prevent non-compatible land uses.

### 5.11.2 Land Use Planning in Idaho

Idaho Senate Bill 1265 effective July 1, 2014 aims at more proactive land use compatibility planning around the state’s airports by city and county entities through the local comprehensive planning process. The new legislation requires closer collaboration between local zoning authorities, local airport authorities and ITD in the interest of flight and community safety. Political subdivisions must now include a separate section “q” in their comprehensive plans specifically addressing Public Airport Facilities within their jurisdiction or if impacted by an airport outside their jurisdiction.

In addition, planning and zoning commissions (and their governing boards) have to notify the local airport manager (or person in charge) when recommending, adopting, amending, repealing their comprehensive plan. The notification requirement pertaining to the local airport manager (or person in charge of the airport) also applies to other land use actions that require public notice (i.e. Special Use Permits, Conditional Use Permits, Transfer of Development Rights, Variances, etc.) when encroaching on the airport or which may create an aviation hazard.

ITD is currently updating the Idaho Airport Land Use Guidelines. In the future, this document will be an appropriate resource and reference to better address compatible land use planning around airports. This guidebook will recommend techniques and mechanisms to develop and implement effective land use measures that will protect the health, safety and welfare of airport’s users and surrounding neighbors.

### 5.11.3 Noise

Existing (2008) and future (2028) noise contours were created for the 2012 Coeur d’Alene Airport Master Plan. Both 65 DNL and 55 DNL contours were created. The 65 DNL is the federal noise significance threshold, meaning this contour defines what is considered a significant impact. The 55 DNL was also included because it helps identify properties that will be subject to aircraft noise and overflight outside of airport property; however, the 55 DNL contour is not considered significant by the FAA. The 2008 65 DNL contour was largely contained within airport property,



with some areas within the contour being outside of the property boundary beyond Runway Ends 02 and 20. No land use compatibility issues were identified within the 65 DNL contour.

There is little potential for an increase in noise compatibility issues around the Airport in the near term, as the majority of surrounding land uses are agricultural, commercial and industrial areas. These types of land uses would not have significant potential to create noise compatibility issues because they would be unlikely to contain large numbers of noise-sensitive uses such as housing or schools. The main areas where land use compatibility issues could develop in the future would be in the residential areas to the south and east of the Airport in the City of Hayden, or if there is a potential for future housing development to the north or west in areas currently classified as agricultural.

### 5.12 Community Relations

COE is owned and operated by Kootenai County. Though a county facility, a significant portion of land adjacent to the airport is under the jurisdiction of the City of Hayden. In general, increased community growth is expected around the Airport. As growth around the Airport continues, communication, careful planning and coordination between the county and surrounding jurisdictions/stakeholders is critical.

Key to this planning and coordination effort is developing and maintaining positive relationships between all primary stakeholders. Over the course of the past few years, these relationships have been strained. A primary source of disagreement between the county and some stakeholders is the most recent Airport Master Plan. Adopted by the Kootenai County Board of County Commissioners (BOCC) in 2012, the FAA-approved Airport Layout Plan (ALP) (2013) developed as part of the Master Plan shows growth of the Airport over the 20 year planning horizon. Areas of contention include potential land use and surface transportation impacts to Runway 6 on the west end of the airport (from a proposed runway extension) and Runway Protection Zone (RPZ) impacts on the east end. Recommended land use planning zones and associated use restrictions in the recommended zones have also been a source of contention.

Some community representatives and agencies in the vicinity of the Airport have expressed concern that the proposed Runway 6 extension would have a negative impact on existing land use and transportation plans. Further, some community representatives believe that the basic assumptions in the Master Plan are overly optimistic and that a future runway extension is not warranted. Some also believe the 2012 Master Plan process did not allow for adequate agency and community coordination to provide comment on the planning recommendations.



Conversely, county and airport representatives believe the 2012 Master Plan and associated 2013 approved ALP accurately reflect realistic future Airport growth, including the runway extension. As such, the need for the county and surrounding jurisdictions/stakeholders to plan for Airport growth as identified in the Master Plan and on the 2013 approved ALP is critical to the future economic viability of the airport. Following the land use planning recommendations included in the Master Plan is also critical to protecting the health, safety, and welfare of both Airport users and surrounding neighbors now and into the future. In accordance with Idaho Senate Bill 1265 (see Section 5.11.2), the Airport will continue to coordinate closely with local authorities and the community to address land use issues.

On December 17th 2014, a stakeholder meeting was organized by the Board of County Commissioners (BOCC) and attended by several key stakeholder representatives including Kootenai County, City of Hayden, KMPO, Post Falls, City of Rathdrum, Idaho Department of Transportation – Division of Aeronautics (ITD), FAA Helena Airports District Office, and members of the public. The main goal of the meeting was to gather local stakeholders in one room to discuss concerns and brainstorm ways to move forward in a manner beneficial to all involved. The meeting was successful in that all parties heard the viewpoints of the others and shared an exchange of dialogue. Further, all parties agreed to move forward with future coordination and collaboration efforts.

There has been some progress since the December 17th meeting. Several formal and informal meetings and conversations between the BOCC, the Airport Director, and stakeholder representatives have taken place in an effort to reestablish lines of communication and relationships, and positive results are being realized.

From a land use planning standpoint, the county has undertaken a good faith effort to address a land use conflict on the east end of the Airport. The City of Hayden is considering a realignment of Ramsey Road on this end of the Airport. This project is of particular importance to the city, but also to the overall transportation system in the county. Protection of a precision approach RPZ as shown on the 2013 approved ALP would have resulted in the preferred Ramsey Road alignment being located in the future Runway 24 RPZ. Roadways in RPZs are not acceptable per current FAA policy. The county hired an airspace planning consultant to analyze future instrument approach feasibility to the Runway 24 end. The analysis concluded future precision approach capabilities were not feasible to this runway end. As a result, the size of the RPZ to be protected can be reduced in size while not negatively affecting future utility of the Airport. With concurrence from the FAA, the Airport has revised the ALP to reflect a smaller RPZ for Runway 24. This change in the size of the Runway 24 RPZ has made it possible for the preferred Ramsey Road alignment to be accommodated.



In addition, the BOCC and the City of Hayden issued a Memorandum of Understanding (MOU) in August 2015. The objectives of the individual stakeholders applicable to the Airport are not mutually exclusive. All objectives can be achieved provided the individual stakeholders are willing to collaborate with one another to develop an agreement on how to move forward. Due to the recent history of strained communication and coordination, a formal but not binding agreement among the parties would be helpful to formalize the commitments that individual stakeholders make toward each other. To that end, this MOU would identify specific actions that each stakeholder would agree to take and the estimated timelines for commitments. Initial feedback from the City of Hayden regarding the MOU indicated some concerns with the language. However, elected officials from both the county and city are actively working to produce a document agreeable to both sides. It is expected the MOU will be coordinated with additional stakeholders such as the Kootenai Metropolitan Planning Organization, Post Falls Highway District and Lakes Highway District after details are smoothed out with the City of Hayden.

In general, there is substantial work to be done in order to strengthen relationships amongst the stakeholders. The land use compatibility and community relations elements of this Sustainability Plan are not intended to ultimately solve existing issues. Rather, the results of this process will be one step in a series of meaningful steps aimed at identifying an agreeable, sustainable path forward for all stakeholders as it relates to land use planning and future community relations related to the Coeur d'Alene Airport.



# COEUR D'ALENE AIRPORT



## Sustainable Business Plan May 2016

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*Economic parameters to sustain Coeur d'Alene Airport (COE) now and in the future*



## Executive Summary

Airports are unique. They are usually public facilities, managed by public entities. Unlike many public facilities, however, airports generate revenue. The goal for most airports is to generate enough revenue to offset the costs of building and maintaining the facility. Ideally, revenue will exceed operating costs so that improvements can be made to the airport, increasing its capability to stimulate economic growth. The ultimate goal is that the airport sustains itself economically, environmentally and socially. The goal of this business plan is to evaluate the airport and identify opportunities to improve the airport's business so that it can grow in its role as a significant part of the North Idaho economy.

With beautiful lakes, mountains and many acres of forest, North Idaho is one of the most scenic areas in the United States. Because of this beauty, the area supports a number of resorts and offers unlimited recreation opportunities. Much more than just resorts and recreation, though, the area is a thriving business environment, with steady economic growth.

Coeur d'Alene Airport (COE) is a critical part of the region, providing access to the resorts and recreation opportunities and for business travel and access. The airport also serves a critical role in the community, serving as a base for firefighting operations throughout the region. The airport is a thriving business center in its own right, with multiple businesses located on airport property, including several in the aerospace industry.

The airport is well-run with a national reach. Though not often described as a "resort airport", it should be considered one. Unlike most resort airports, COE has numerous private aircraft hangar leases, a strong aircraft maintenance and operations job base as well as significant non-aviation commercial and industrial land leases.

The management team at COE has done an extraordinary job of obtaining funding for airport improvements while maintaining the airport in a safe condition that is visually pleasing.

The airport maintains its passenger airport certification with FAA which includes keeping its Aircraft Rescue Fire Fighting (ARFF) capabilities up to date. This certification has been maintained so that the airport can support large charter operations and, should the opportunity present itself, scheduled air service. In today's air service world, however, scheduled air service from a major airline will be difficult to attract. There are a number of smaller regional airlines/scheduled charter companies that have started providing service to communities like Coeur d'Alene, though (e.g., Seaport Air). This type of air service provider may be a more likely option.



The number of high paying jobs created at the airport is impressive and the airport should work with tenants to grow their job base and work to find new tenants who may bring additional jobs to the local market.

The airport has been successful at attracting several high end turbine aircraft “type” fly-ins. Working with the resort community, COE should seek out future opportunities for this type of aviation activity, due to their positive impact on the local economy.

While the future of General Aviation remains in flux, business aviation is strong nationwide and at COE. COE has taken advantage of this by leasing property for numerous business aviation hangar facilities. Further actions are anticipated to take advantage of and proportionately increase revenues from this segment of aviation.

The airport was constructed in a rural setting, but as the area has grown, both compatible and incompatible development have encroached upon the airport property. Proposed development that is incompatible in the view of FAA and the airport has caused tensions to escalate between COE, its neighbors and local government agencies. Various efforts are underway to alleviate these tensions, including plans to update the airport’s Master Plan and the recent signing of a memorandum of understanding between Kootenai County and the City of Hayden. Incompatible land use is a threat to the continued business viability of the airport and continued efforts in these areas are very important.

In addition to hundreds of high paying jobs, tenants of the airport pay hundreds of thousands of dollars in property taxes to Kootenai County and other taxing authorities. This positive impact of the airport should be emphasized more publically.

The airport is researching revenue opportunities through a separate rates and charges analysis. The airport management team has done a good job of setting the stage for modern lease business practices and is pursuing revenue opportunities from new revenue sources and by adjusting existing rates.



## BACKGROUND

In 2012, the Federal Aviation Administration (FAA) published a very detailed study of general aviation<sup>1</sup> airports in the U.S. This study was entitled General Aviation Airports: A National Asset ([http://www.faa.gov/airports/planning\\_capacity/ga\\_study/](http://www.faa.gov/airports/planning_capacity/ga_study/)) This study classified Coeur d'Alene Airport (COE<sup>2</sup>) as a "Regional Airport" which typically would average 90 based aircraft and 3 Jets which supports regional economies by connecting communities to statewide and interstate markets. Based on based aircraft and the area served from COE, the airport more closely meets the criteria for a "National Airport" (200 total based aircraft, 30 jets and "supports the national and state system by providing communities with access to national and international markets in multiple states and throughout the United States").

The Airport has 252 based aircraft, 16 multi-engine aircraft and 8 jets. With COE's 7,400 foot runway, a moderate 2,320 feet MSL and moderate temperatures, business jets routinely fly from the airport to all 50 of the U.S. States as well as Canada, Mexico and Central America. The large presence of national aircraft maintenance and manufacturing as well as headquarters for Empire Airlines makes Coeur d'Alene Airport accomplished in the ranks of U.S. GA airports.

With nearly 87 privately owned hangars, including many with multiple aircraft storage, COE has a significant private GA base.

The region's crystal clear lakes and majestic mountains combined with world renowned resorts and amenities at Lake Coeur d'Alene, Lake Pend Oreille and throughout the area attract business jets from near and far. This has helped attract several aircraft "fly-ins" featuring business aircraft.

COE's Title 14 CFR Part 139<sup>3</sup> certificate allows it to accept charter aircraft larger than 30 passenger seats, thus making it an alternate to Spokane International. The maintenance of this certificate also keeps open the possibility for scheduled commercial service.

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<sup>1</sup> "General aviation" (often abbreviated GA) is a category of aviation defined by the FAA to include all aircraft other than scheduled commercial service and military. Obviously a very broad category, this includes everything from gliders and helicopters to small single-engine aircraft like the Cessna 152 to business jets and larger. It includes flying for a variety of purposes, including recreation, instruction, business, air cargo, medical transport, among others. A "general aviation airport" is an airport that does not have scheduled commercial service. Again, a very broad category.

<sup>2</sup> COE is the three-letter identifier for the airport assigned by the FAA.

<sup>3</sup> Title 14 of the Code of Federal Regulations establishes and defines the role of the Federal Aviation Administration. Part 139 describes the requirements for airports that serve aircraft providing scheduled air service (ticketed passenger aircraft). This includes a variety of standards that must be met, including airfield markings and signage, security, snow removal and aircraft rescue and firefighting (ARFF).



While Sandpoint and Spokane's Felts Field attract some of the aircraft that could fly to Coeur d'Alene, the airfield's infrastructure, including precision instrument approaches and a longer/wider runway make COE attractive to many pilots and aircraft owners.

Coeur d'Alene Airport has land available for large tract GA development, private aircraft hangars, and industrial/commercial development "outside the fence". Compared with many other airports, COE has a significant amount of land available for these uses.

The airport plays a pivotal role in the North Idaho economy. Not only does the airport provide access to the area, it also is host to a variety of businesses, many with a focus on aerospace. In fact, the area could be seen as an aerospace center, with Empire Airlines and other large employers located on the airport. North Idaho College's Aerospace Center for Excellence also operates at the airport and is an excellent indication of the strength of aerospace in North Idaho.

## CURRENT AIRPORT BUSINESS DESCRIPTION

The following sections describe the airport from a business perspective.

### Products and Services

Coeur d'Alene Airport provides runways, taxiways, aircraft parking aprons, land to build private storage hangars, land for commercial aviation development, land "outside the fence" for industrial/commercial development and limited FAR Part 139 ARFF services. The airport owns one T-Hangar building and another large hangar facility that it currently leases to one of the Fixed Base Operators (FBOs) on the field. Fueling, aircraft handling, and "terminal facilities" are provided by private businesses.

By staying out of commercial businesses such as fueling and aircraft parking services, COE is blessed with a simple business model of maintaining its core infrastructure, providing the ability for others to do business. However, by not being involved in any of the commercial activities, there is less opportunity to profit from those activities.

### Organization and Management

The airport is owned by Kootenai County, Idaho and is organized as a department under the Board of County Commissioners (BOCC).

An airport advisory committee recommends actions to the BOCC, who are the final authority on all county business. COE is certificated under FAR Part 139 Air Carrier Airports as an Index A airport. 48 hours' notice and prior permission are required for unscheduled operations with more than 30



passenger seats (i.e., charter operations). Coeur d'Alene is part of FAA's National Plan of Integrated Airport Systems (NPIAS) and is therefore eligible to receive \$150,000 per year in non-primary Airport Improvement Program (AIP) entitlement funds for qualifying projects. However, the airport has successfully worked with FAA to receive AIP funds from both state apportionment and discretionary sources<sup>4</sup> on many occasions. COE is served by multiple precision and non-precision approaches. Aviation weather is provided by an FAA-owned Automated Weather Observation System (AWOS). The airport has eight employees and is under the management of an Airport Director.

## Marketing and Sales Strategy

The airport is an excellent facility with significant opportunities for a variety of businesses. A more proactive marketing approach would likely be helpful to further develop the potential of these and other aspects of the airport. Currently, marketing and sales activities are limited at COE. Targeted marketing for specific purposes should be considered. The budget does not have very much room for an increased marketing presence and this should be examined.

Fly-Ins by different types of aircraft (e.g., Cessna Citation jets) have been successful over the past few years. This is excellent marketing for the airport and for the region, and there is significant potential to work together with the chamber of commerce and other organizations to jointly promote the airport and the area.

Targeted marketing to specific businesses and industries may also be very effective. This may include one-on-one meetings with specific business leaders, attendance at industry conferences and events or a variety of other approaches.

## Airport Finances

The following table summarizes the airport's Fiscal Year 2014 finances. This represents a "snapshot" of the financial situation of the airport, considering operational revenue and expenses only. Capital costs are not included in this table. Most of the capital improvements at the airport are funded primarily through the Airport Improvement Program ('AIP', the FAA's grant program for airports), and this funding varies widely from year to year.

AIP is also used to pay for a large portion of the airfield infrastructure maintenance, such as pavement overlays, reconstruction, etc. The AIP contribution in FY 2014 was \$87,438, funding that

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<sup>4</sup> There are three main "types" of funding for airports in FAA's Airport Improvement Program: entitlement, state apportionment and discretionary. Entitlement funds are allocated to each airport on an annual basis and can be carried over up to four years. State apportionment and discretionary funds are both allocated to airports based on project priority. For example, runway projects have a higher priority than taxiways.



was used to pay for the design of a project to reconstruct a GA parking apron at the airport. This project was constructed in 2015 (using FY 2015 AIP funds), with a project cost of approximately \$588,000. The airport has successfully leveraged AIP funds to maintain and improve the airport for many years and this is an excellent example of that success. Maintenance is not limited to AIP projects, however. A significant portion of the airport's budget is dedicated to maintaining the airfield in safe operating condition. This includes snow removal, crack sealing, mowing, weed control and wide variety of other tasks that are completed by airport staff with airport equipment. AIP funds are not available for these types of tasks.

Currently, airport operational expenses exceed revenue earned on the airport. This difference is made up each year through financial support from the Kootenai County General Fund. One of the goals of this plan is to help the airport get to the point where this support is no longer necessary. It should be noted, however, that airport lessees paid a total of \$262,873 in personal property tax to the County in FY 2014. These tax revenues are not included in the airport budget and should be considered to offset funds provided to the airport from the County's general fund.

<b>REVENUE</b>	
Leases	\$512,823
Fuel Flowage Fees	\$41,344
Use Fees	\$9,922
Misc. Revenue	\$20,503
<b>TOTAL REVENUE</b>	<b>\$584,592</b>
<b>EXPENSES</b>	
Personnel*	\$494,287
Administration	\$98,003
Fuels/Lubricants*	\$63,488
Maintenance (Airfield, Equipment and Grounds)*	\$110,398
Non- AIP Eligible Infrastructure Improvements	\$8,162
<b>TOTAL EXPENSES</b>	<b>\$774,328</b>
<b>REVENUE MINUS EXPENSES</b>	<b>(\$189,736)</b>

\*Maintenance of airport facilities is a massive undertaking and includes costs in all of these categories. As described above, FAA funds are also used for large scale maintenance projects.

Property Tax Paid by Lessees	\$262,873
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## Revenue Opportunities

Following is a list of potential revenue opportunities.

- **Car Rent Fees**
  - Consider % of gross receipts Car Rental Fees for on airport car rentals. Due to the low number of car rentals at the airport, the revenue potential here is limited, at this time. If the volume of rentals increases, this revenue source should be developed.
- **GA Landing Fees**
  - Large GA traffic are the driver for a lot of costs on the airport, but transient aircraft do not pay much in fees
  - A common practice at “resort airports”
  - Most business jets are used to seeing these types of fees
  - Felts Field, McCall and Friedman Memorial (Sun Valley) all charge these fees
  - Alternatives include an increase in Jet A flowage fee or ramp fees as well as minimum fuel purchase for larger aircraft
- **Ramp Fees for day use**
  - Alternative to landing fee
  - Partially implemented already
  - Consider increasing minimum fuel purchase required
- **Fuel Flowage Fees**
  - \$0.07 is reasonable for the immediate area, but could be higher.
  - Consider raising Av Gas fee to \$0.08 and a higher rate on Jet A up to \$0.14.
  - Each cent increase should raise about \$5,000 per year
  - Consider a way to increase these costs for transient aircraft only
- **Land Lease Fees**
  - Continue to develop the north side with assistance from various entities
  - Increase revenues by continuing to lease lots for hangar development
  - COE rates are very attractive as compared to competitive airports – potential for increase
- **T-Hangars**
  - Fund and construct airport owned t-hangars
  - Significant capital outlay, but diversifies revenue
- **Ski and Resort Destination Charters**
  - Part 139 certification may be further exploited
  - More charters would bring additional revenue to the airport and spending to the local economy



## Evaluation of Expenditures

Similar to the section above, this section highlights areas for consideration in evaluating the expenses side of the airport's balance sheet.

- Surplus Property
  - COE has done an excellent job of finding surplus federal property and utilizing it for airport purposes
- Capital Expenditures
  - Grant Match
  - Non-Grant Projects
  - Reducing capital expenditures could have an impact on ability to increase revenue. For example, the capital expenditure to develop an area for a new tenant lease is a worthy investment.
- Personnel Expenses
  - As with most public budgets, this is always a large budget item
  - As with most organizations, there is not an abundance of staff
  - Comparing to other airports is difficult due to a lack of information and significant differences in the airport operating structures, accounting systems, etc.
- Maintaining Part 139 Certification
  - This costs money, though the exact amount is difficult to evaluate
  - At some point the airport and community will have to evaluate the cost of certification and weigh that cost relative to the benefit or potential benefit of maintaining it
  - Without certification there is no realistic chance of scheduled air service
  - This investment has value, however, as the efforts to maintain the airfield to Part 139 safety standards help ensure safety and could reduce liability

## Jobs and Business Environment

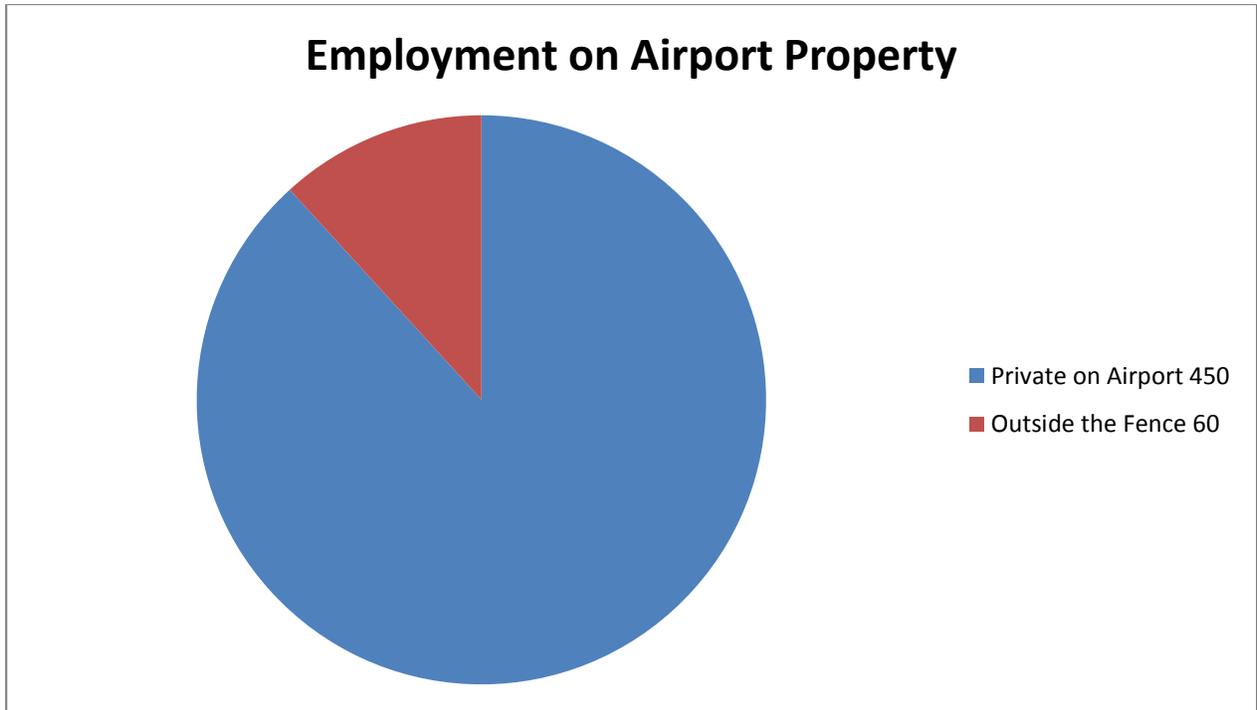
The airport is host to a number of companies that provide a large number of jobs with good wages. The number of jobs on the airport is very unique for an airport of this type and this is a significant strength of the airport. Based on available data, there are 450 private jobs on the airport and 60 jobs "outside the fence" (jobs on the airport, but not associated with the airfield or aviation). The total payroll of these employees is approximately \$25 million, or an average salary of \$49,000 per employee. This aspect of the airport is a critical component in the economic and social sustainability of the airport.

The Panhandle Area Council, headquartered on the airport, has a long track record of economic development throughout North Idaho. Their Business Incubator gives business and industry start-



ups a place to try out new business ideas and concepts. A function like this on the airport is a testament to the positive business environment of the airport.

North Idaho College's Aerospace Center for Excellence provides a well-trained workforce for this industry. This fact is a major selling point that should be used to market the airport to aviation businesses considering relocating to the area.



## Airport Data

Item	Information
<b>Airport Name (and identifier)</b>	Coeur d'Alene Airport, Pappy Boyington Field (COE)
<b>Address</b>	10375 Sensor Ave Hayden, ID 83835
<b>Distance/Direction From Business Center</b>	9 miles NW of Coeur d'Alene
<b>Owner</b>	Kootenai County
<b>Governing Body</b>	Kootenai County Board of Commissioners Airport Advisory Board
<b>Manager/Director</b>	Greg Delavan, Airport Director
<b>Size (acres)</b>	1,100
<b>Elevation (MSL)</b>	2,320'
<b>Number of Runways</b>	2
<b>Longest Runway</b>	RWY 06/24: 7,400' X 100'
<b>Weight Bearing Capacity</b>	57.0 Single Wheel 95.0 Double Wheel 165.0 Double Tandem
<b>Other Runway</b>	RWY 02/20: 5,400'x75'
<b>Precision Approaches</b>	ILS RWY 06
<b>Non-Precision Approaches</b>	RNAV, VOR/DME, NDB RWY 06 VOR/DME RWY 02
<b>Air Traffic Control Tower</b>	No
<b>Airport Type</b>	FAR Part 139, Regional GA (FAA Asset Study)
<b>Airport Role</b>	Spokane Reliever, Business & Leisure GA, Resort
<b>Economic Impact (Total)</b>	\$129 Million, 1,000 jobs <sup>5</sup>
<b>Economic Impact (Direct)</b>	510 jobs (450 private on airport/ 60 "outside the fence") ~\$25 million payroll ~\$49,000 average per employee
<b>Part 139</b>	Yes
<b>Aircraft Rescue/ Firefighting (ARFF)</b>	Index A

<sup>5</sup> Source: Idaho Airport System Plan, 2010,  
<https://itd.idaho.gov/aero/Publications/08SystemPlan/IDAirportSystemPlan.htm>



Item	Information
<b>Fixed Base Operators (FBOs)<sup>6</sup></b>	Resort Jet Center (7 employees) Southfield Fuel/Heli-Prop Aircraft (6 employees)
<b>Specialized Aviation Service Operators (SASOs)<sup>7</sup></b>	Aspen Air Heliwagon Manufacture (3 employees) Hubof helicopter Ops (3-10 employees) LP Investments Aerospace MFG (170 employees) Mach Aero, Aerostar (16 employees) Empire Airlines AC Maintenance (120 employees) Life Flight (17 Employees) Transtector Systems (120 employees – probably not considered a SASO)
<b>Private Hangars</b>	87 private hangars and T-Hangar buildings
<b>Outside the Fence</b>	Kootenai County Humane Society, Parks-Water Ways, Noxious Weeds, Sheriff Search & Rescue, Lakes Highway District LP Investments Panhandle Area Council Incubator
<b>Government Tenants</b>	USFS Fire Tanker Base Army Corps of Engineers
<b>Military Tenants</b>	Army Reserve

<sup>6</sup> A Fixed Base Operator (FBO) is a business granted the right by an airport to operate on the airport and provide aeronautical services such as fueling, hangaring and parking, aircraft rental, aircraft maintenance, flight instruction, etc.

<sup>7</sup> SASOs are also businesses that operate on an airport, providing specialized services. They differ from FBOs in that they generally have one specific focus, rather than general service to the flying public. At most airports, SASOs do not sell fuel.



## Airport Comparison

How does the airport compare with other similar airports in this part of the country? The table below compares COE with three airports in the region that compete or have similarities with Coeur d'Alene for based and transient customers.

<i>Airport Name (and identifier)</i>	<b>Coeur d'Alene (COE)</b>	<b>McCall (MYL)</b>	<b>Felts Field (SFF)</b>	<b>Sandpoint (SZT)</b>
<b>Location</b>	Hayden, ID	McCall, ID	Spokane, WA	Sandpoint, ID
<b>Nautical Air Miles to COE</b>		175 NM	21 NM	33 NM
<b>Owner</b>	Kootenai County	City of McCall	Spokane Airports	Bonner County
<b>Part of a System</b>	No	No	Yes (Spokane)	No
<b>Based Aircraft</b>	252	103	160	79
<b>Aircraft Operations</b>	123,005	43,435	54,750	29,930
<b>Elevation (MSL)</b>	2,320	5,024	1,957	2,131
<b>Number of Runways</b>	2	1	2	1
<b>Longest Runway</b>	7,400 X 100	6,108 x 75	4,499 X 150	5,501 X 75
<b>Capacity (x1,000 lbs)</b>	57.0 SW <sup>8</sup>	86.5 SW	30 SW	40 SW
<b>Other Runway(s)</b>	5,400 X 75	-	2,650 X 75	-
<b>Precision Approaches</b>	ILS	None	ILS	None
<b>Non-Precision Approaches</b>	1 RNAV 2 VOR 1 NDB	3 RNAV	2 RNAV 1 VOR	RNAV, LOC/DME
<b>Air Traffic Control Tower</b>	No	No	Yes	No
<b>Customs</b>	No	No	Yes	No
<b>Airport Type</b>	Limited 139, GA Reliever	GA	GA	GA
<b>Airport Role</b>	Resort, Business, Personal Maintenance	Resort, Business, Backcountry	Business, Personal	Resort Personal Aircraft MFG TTF
<b>Population Served</b>	Spokane MSA, Kootenai Co	Valley Co./ Central Idaho	Spokane MSA	Bonner Co./ North Idaho

<sup>8</sup> SW = Single wheel landing gear. (Capacity of runways is published based on type of landing gear.)



<i>Airport Name (and identifier)</i>	Coeur d'Alene (COE)	McCall (MYL)	Felts Field (SFF)	Sandpoint (SZT)
<b>Part 139</b>	Yes	No	No	No
<b>ARFF</b>	Index A	On Airport, Not Certified	No	No
<b>FBOs</b>	2	1	1	1
<b>#Airport Owned T-Hangars</b>	4	None	20	None
<b>Hangar Rent (/Mo.)</b>	\$175	NA	\$230	NA
<b>Privately Owned Hangars</b>	87	70	65	33 on airport Multiple TTF
<b>Ground Rental Rate (per SF)</b>	\$0.18	\$0.35	\$0.22-\$0.24	\$0.18-\$0.85
<b>Fuel Flowage Fee</b>	\$0.07	\$0.08/0.12	\$0.065	\$0.06
<b>Landing Fee</b>	No	\$1.65 >7,500 \$9,500	\$1.64	No
<b>Car Rental Fee</b>	No	10% \$4,500	No	No
<b>Tie-Down Fee</b>	\$7,500 includes other fees	\$50 Single \$75 Twin \$250 Jet \$6,500	\$30/Mo \$25/Day	\$6 per night
<b>USFS/Govt. Fees</b>	\$55,640	\$50,222	\$45,000	Pro-Rated
<b>Operating Income</b>	\$584,592	\$255,258	\$666,256	\$105,000
<b>Personnel</b>	\$494,287	\$151,464	\$70,000	\$40,000
<b>Operating Expense</b>	\$280,041	\$103,899	\$665,778	\$104,000
<b>Sponsor Support</b>	\$189,736 operational only	\$47,115 grant match, capital	\$235,184 for Depreciation	\$30-50k grant match, capital

<u>COE Tiedown Fees</u>				
Aircraft Weight	Night	Month	Quarter	Year
<b>&lt;7,500 lbs</b>	\$5.00	\$31.00	\$81.00	\$288.00
<b>7,501 – 40,000 lbs</b>	\$40.00	\$240.00	\$648.00	\$2,304.00
<b>40,001 – 80,000 lbs</b>	\$60.00	\$360.00	\$972.00	\$3,456.00
<b>&gt;80,000 lbs</b>	\$100.00	\$600.00	\$1,620.00	\$5,760.00



#### Notes/Observations:

- COE, SFF and SZT all serve general aviation destined for the summer and winter resorts in North Idaho. MYL serves the summer and winter resorts in Idaho's west central mountains.
- COE has the longest runway, greater pavement strength, and a precision instrument approach. While MYL has greater pavement strength capabilities and near precision LPV approaches, its elevation above mean sea level restricts aircraft range.
- COE has Index A ARFF capabilities that the others do not.
- The lack of an ATCT does not deter pilots from flying into the airport. In fact, some pilots prefer to operate at non-towered airports.
- COE does not charge a general aviation landing fee as Felts Field and McCall do and does not charge a car rental fee.
- While all of the airports have numerous privately owned hangars, the lease fee of \$0.18 per square foot is less than Felts Field and McCall
- SFF comes close to balancing its budget if depreciation/grant match are discounted.
- MYL, SFF, and SZT come close to breaking even in their operating budget and use funds from their parent organization to match grants and to fund large equipment purchases and non-grant capital projects.

COE could also be compared with Friedman Memorial Airport (SUN) in Hailey, Idaho in that they are both resort destination airports. SUN has inferior instrument approaches and no industrial aviation job base on the airport. It has scheduled air service and is more remote from competitive airports than COE. The rates and charges at SUN are significantly higher, with hangar land lease rates ranging from \$1.00 per square foot up to \$3.00 per square foot, and general aviation landing fees from \$1.60 to \$4.00 per thousand pounds, fuel flowage fees of \$0.10 for avgas and \$0.12 for Jet A and transient overnight fees from \$15.00 to \$400.00 per night. SUN is operated by an airport authority which balances its budget without the use of property tax revenue.



## MISSION AND VISION

Before setting specific goals, it is helpful to evaluate the airport's mission and vision. A mission statement for the airport was established previously in the Sustainability Planning process. Mission and vision statements may be useful to the airport and community as they plan for the future. Even if formal statements are not adopted, the process of evaluating the airport's mission and vision is useful to this process.

What is the difference between mission and vision? A mission statement is focused on the present, providing a statement of why the business exists. Mission statements are intended for those outside the organization. Vision statements, on the other hand, are focused on where the business wants to go and are more intended for those inside, who are working to turn that vision into reality.

### Mission Statement

The goal of a mission statement is to clearly and concisely describe the purpose of an organization. The following mission statement was developed as part of this Sustainability Plan:

*The mission of the Coeur d'Alene Airport is to preserve and improve the Airport as an economically valuable, socially responsible, and environmentally sustainable facility from which to provide an efficient gateway to the region.*

### Vision Statement

The goal of a vision statement is to succinctly state the desired future state of the airport, so that airport staff, decision makers and other stakeholders can know where the organization is headed. The attempt here is to develop a vision statement for the economic aspects of the airport, not the airport as a whole.

What existing problems should be solved?

- Balance budget
- The benefits of the airport are not known to aviation and non-aviation businesses
- Prime development areas are unused



- Public (both locally and in among pilots from other regions) is unaware of the benefits of the airport
- Incompatible land use threatens long term viability and growth potential
- No scheduled air service or regular charter operations

What should the airport look like in the future?

- Maintained at the same high level
- Continued full service for GA aircraft
- Maintain FAR Part 139 certification
- Develop scheduled passenger service
- Increased infrastructure for employment/business opportunities for aviation and non-aviation industry
- Balanced budget
- Increased revenue to invest in additional infrastructure
- Continue as an economic engine that provides high paying and sustainable jobs
- Sustained proactive public relations and marketing effort, describing the benefits of the airport to the local economy, as well as the friendly environment for both aviation and non-aviation businesses

### **Airport Economic Vision Statement**

*Coeur d'Alene Airport will provide first class airport facilities safely and efficiently, while continuing to provide an exceptional business environment. This will be done in a manner that maximizes opportunities, balances expenses with revenue and reaches out to the public we serve.*



# Strengths, Weaknesses, Opportunities, Challenges

Evaluating the strengths, weaknesses, opportunities and challenges of and to an organization is useful to analyze where the airport is economically and to help define what needs to be done to improve it.

Strengths and Weaknesses were evaluated internally to the airport (What do we do well/not so well?), while Opportunities and Challenges were evaluated externally (Where can we grow? What is happening outside of us that can limit our growth?). The airport is evaluated in these four areas below:

**Strengths** – Things done particularly well or unique assets, especially in comparison to other similar airports. *Strengths need to be preserved, built on, and leveraged.*

- **Airport Infrastructure:** COE has precision and non-precision instrument approaches which allow for aircraft operations in most weather conditions. The runways are well maintained and are able to handle business jets and many air carrier aircraft.
- **All Season Resort Access:** The Coeur d'Alene area is home to world class year round resorts and wintertime ski resorts. Unlike many “resort airports”, arrivals and departures from COE are seldom hampered by weather conditions.
- **Commercial/ Business Aviation Land Ready for Development:** COE has large and small tracts of land available for development inside the fence for aviation access and outside the fence for compatible non-aviation development. Much of this land is ready for immediate development with street, water and sewer at or near the site. COE also has tracts of land that could be made ready for development.
- **Airport Certification:** COE maintains Part 139 Air Carrier Airport Certification. It also maintains ARFF capabilities which would make entrance into the market by an air carrier possible. Public and Private charter aircraft can also utilize COE with Prior Permission

**Weaknesses** – Things that aren't accomplished well, hinder growth or performance or otherwise need to be improved. *Weaknesses need to be addressed and remedied.*

- **Limited Passenger Infrastructure:** Passenger and luggage holding and screening are limited and will be challenging to set up to the satisfaction of air carriers and TSA. If there is true interest from an air carrier to provide scheduled service or regular charter service, this will need to be addressed.
- **Rates & Charges:** Airport revenue currently does not meet operational expenses. Airports with the aircraft activity and leasehold activity that is evident at COE typically



are close to or over the breakeven point financially. A preliminary rates and charges analysis has recently been completed and revisions to existing rates and charges may be justified.

- **Passenger Service:** The airport currently does not have passenger service. In today's aviation world, airlines are very careful about serving new markets. Many airports invest significant efforts and funds into attracting new passenger service, and a major investment would be necessary for COE, especially with relatively close air service at Spokane International. Though the airport maintains its Part 139 certificate, passenger infrastructure such as a terminal, passenger and baggage security and screening and other elements necessary to actually provide passenger service do not exist.

**Opportunities** - External items that could help the airport grow and achieve its goals. *Opportunities should be seized or capitalized on.*

- **Passenger Service:** COE had airline passenger service in the past and has maintained its FAR Part 139 airport certification. This is a definite advantage in attracting air carrier service. There is a measureable amount of demand for service to the state capital or the Seattle area and there could be a market of ski and resort charters similar to services which other resort area airports see. The realistic opportunity would be charter aircraft, with perhaps small air service to and from Boise and/or the Seattle area. Service by a regional or national airline is not likely.
- **Rates & Charges:** Another area also identified as a weakness, this is also an opportunity. While it is difficult to increase rates and to develop new revenue streams in the public sector, it is better to be at the low end with opportunity to grow than at the high end and have a need to increase revenues. The challenge is to increase revenues while still maintaining the competitive advantage of low rates.
- **Land Development:** This is identified as a strength and also as an underdeveloped opportunity. COE has numerous private hangar leases as well as commercial aviation leases. It also has a diverse non-aviation commercial/industrial development portfolio. Many of these leases have developed numerous well-paying jobs. Plenty of opportunity to continue to grow in this area exists, with all of the developable land available on airport property.
- **Property Tax Contributions:** Private developments on the airport's leased land pay personal property taxes to Kootenai County which in turn makes property tax payments to the taxing agencies underlying COE. These payments are significant but probably not obvious to many. The opportunity here is to "get the word out" and improve the perception of the airport.
- **Employment Hub:** Airport tenants combine to be one of the major employers in Kootenai County with over 500 jobs and over \$25,000,000 in annual payroll. These



- employees in turn pay local sales tax, property tax and State Income tax. This should be a major talking point with the airport's discussion with surrounding government agencies and the public.
- **Resort(s) Tie-In:** While COE is much more than just a "resort airport" this tie-in has potential to be further explored. Numerous aircraft type fly-ins have occurred over the past few years. Opportunities to further capture business and leisure private aircraft activity should be explored. A very large fly-in of Citations, PC-12's, or even "backcountry aircraft" will not fill up local hotels, but they may fill up the airport ramp and enhance business on the airport and excitement about the airport within the community. The possibility of ski charters or other resort and recreation focused travel could also be developed. Themed airport events to coincide with resort activities, such as wooden boat shows could be developed. This might feature vintage aircraft which complement the concept of vintage boats.
  - **Business Aviation Growth:** Unlike other areas of GA, business aviation is thriving, especially with turbine powered prop and jet aircraft. The most expensive business jets continue to grow as an aviation segment. These aircraft use a proportionately large amount of fuel as compared to single engine Av-Gas burning aircraft and continued growth of this type of traffic will be good for the airport.

**Challenges** – External forces that could hinder the realization of the airport's goals. Threats need to be managed or, if possible, eliminated.

- **Future of Small GA:** New single engine aircraft production is very slow and the aircraft are very expensive for most pilots. The average age of single engine aircraft is ever increasing and the number of these aircraft not flying is increasing. The average age of pilots is increasing as fewer pilots are being trained.
- **Incompatible Development Adjacent To The Airport:** Like many airports, COE was developed in a rural setting with very little nearby development. Rapid growth in North Idaho has created development conflicts with the airport. Incompatible land use is one of the biggest threats to many airports, as it can severely hamper the airport's ability to grow to meet demand. It also can lead to conflicts with FAA grant assurances, which require the airport sponsor not only to implement sound land planning around the airport, but also to improve the airport (within reason) to keep up with aviation demand. This is not only a direct threat to the airport, it also is the source of much of the disagreement between county and city governments.



## AIRPORT BUSINESS GOALS

Based on all of the data and analysis completed to this point, some goals for the airport can be developed. The following list of potential goals was developed by the planning team, for discussion by the committee. Specifics like deadlines and other details are intentionally left out. Goals should be SMART (see sidebar) and should reflect concrete steps to be taken to make the airport's vision reality.

1. **Grow aviation related jobs on the airport by 10% by 2020.**
2. **Be economically sustainable by balancing the airport budget within five years.**
3. **Develop and sustain a marketing and public relations program by June 2016.**
4. **Develop compatible land use zoning by 2018.**
5. **Develop 50 acres of airside land with new lease tenants by 2020.**
6. **Introduce commercial air service by 2020, and ultimately accommodate more than 10,000 enplanements.**
7. **Host at least one fly-in type event per year.**
8. **Host an annual event for the community.**

### SMART Goals

**S: Specific** What exactly are we doing? Must be clear.

**M: Measurable** How will we know when the goal has been met?

**A: Assignable** Who's going to get it done?

**R: Realistic** Can it really be done, given our situation?

**T: Time-Based** When will it be done? Realistic, yet aggressive.



## ACTION PLAN

A defined action plan is critical to successfully completing goals of any kind. The specific actions that will be taken to accomplish the goals defined in the previous section are outlined below.

### **1. Grow aviation related jobs on the airport by 10% by 2020.**

- Develop property on the airport suitable for use by aviation companies. The primary focus of this will be on the north half of the airport. Significant infrastructure investment has been made in this area to accommodate this type of use, but some airfield and other infrastructure improvements (e.g., Taxiway D north improvements) are necessary.
- Actively pursue corporations involved in the aircraft maintenance, assembly, painting, avionics and other industries, marketing the airport and the area.
- As an educated workforce is critical to the success of aviation businesses, assist North Idaho College in their workforce development program.

### **2. Be economically sustainable by balancing the airport budget within five years.**

- Existing budget is already lean, but be vigilant for opportunities to reduce expenditures.
- Increase revenue by:
  - Leasing additional space for commercial, industrial and private use. (This has the greatest potential impact.)
  - Increase fuel flowage fees, especially on itinerant aircraft.
  - Maximize the use of grant funds to develop infrastructure that will contribute directly to revenue (e.g., hangar development areas)

### **3. Develop and sustain a marketing and public relations program by June 2016.**

- Develop and implement a marketing budget.
- Increase social media presence.
- Develop a marketing plan and revisit annually.
- Purchase promotional materials and equipment, including a conference booth display.
- Contract with a professional marketing firm to assist with above steps.

### **4. Develop compatible land use zoning by 2018.**



- Work with Kootenai County to develop land use zoning to protect the airport, consistent with requirements of state law and FAA guidance.
- Undertake a focused effort to reach out to adjacent cities.
  - Communicate with entities regarding existing laws, upcoming changes and the needs of the airport.
  - Seek opportunities to participate in planning projects.
- Incorporate land use zoning education and information into PR program.
- Focus on land use as a major element of upcoming Airport Master Plan Update.

**5. Develop 50 acres of airside land with new lease tenants by 2020.**

- Develop north side of the airport, including aviation and non-aviation infrastructure.
  - Rehabilitate of Taxiway D North.
  - Construct road/utility improvements.
- Pursue the opportunity to construct and lease a USFS fire base on the airport.
- Work closely with existing businesses/tenants to help them build their businesses on the airport.
- Continue to develop T and common wall box hangars.
- Pursue a lease use for the recently vacated Army reserve facility on the airport.

**6. Introduce commercial air service by 2020, and ultimately accommodate more than 10,000 enplanements.**

- Hire an air service consultant to assist with research and airline outreach.
- Include as a component in the upcoming Airport Master Plan Update.

**7. Host at least one fly-in type event per year.**

- Attend aircraft owner organization meetings and promote the airport as a destination.
- Work with the Airport Association volunteer organization to plan and coordinate this type of event.

**8. Host an annual event for the community.**

- Work with Airport Association and other local community organizations to plan and publicize this type of event each year.



# Coeur d’Alene Airport Sustainability Plan

## SUSTAINABILITY TRACKING TOOL

This appendix includes a discussion of the purpose and use of the Sustainability Tracking Tool. The Tool is intended to build upon the planning information outlined in the previous chapters, which identify the sustainability goals and initiatives, to evaluate the performance and attainment of these goals and initiatives, and to help the Airport navigate through the sustainability process moving forward. The Tool provides a means to track the performance metrics relative to the established sustainability goals and a way to evaluate and report on initiatives.

### Sustainability Tracking Tool

Concurrent with development of the Coeur d’Alene Airport Sustainability Plan, a Sustainability Tracking Tool was developed to assist the Airport with implementation through evaluation of initiatives, tracking, and reporting aspects of the Plan. The Tool will help the Airport visualize the relationship between initiatives and goals and determine a balanced approach to addressing the goals. Like the Plan, the Tool serves as a starting point and will need to be maintained, updated, and refined to incorporate lessons learned and improve its functionality and usefulness. The more consistently the Tool is applied, the more useful it is likely to be in the future.

The Tool is intended to provide the following capabilities:

- Assess progress in sustainability categories.
- List and track initiatives identified to meet the sustainability goals.
- Visualize success of initiatives that meet or do not meet goals.
- Track and summarize the relative benefits and/or impairments of sustainability initiatives (i.e., does an initiative meet its related goal?).
- Track key metrics.
- Visualize, summarize, and report change in metrics over time.
- Determine the success of the Plan and potentially highlight areas for improvement.

**Components of the Sustainability Tool** – The Tool is split into three primary areas, which are color-coded in the Excel Spreadsheet: Introduction (WHITE tabs); Sustainability Initiatives Evaluation (PURPLE Tabs); and Sustainability Tracking (ORANGE Tabs).

*WHITE* tabs provide information that will help in operating the Sustainability Tracking Tool and implementing the Sustainability Plan:



- **Info:** gives a short overview of the tabs, discusses general instructions on how to use the Tool, and provides a list of acronyms that are used within the Tool.
- **Goals:** shows the list of goals identified for COE organized by sustainability category.
- **Aircraft Operations:** provides a summary of aircraft operations at Coeur d’Alene Airport.
- **Initiatives Tracking:** shows sustainability initiatives that were identified in the Sustainability Plan. It also provides space to include new ideas for potential initiatives to be implemented at the Airport. This page tracks whether the initiative was implemented or not so the Airport can go back to this list when determining what, if any, initiatives to implement in the future.

*The Airport enters new initiatives as they are developed, and assigns each initiative a value of “yes” or “no” in the gray cells based on its annual implementation status.*

**PURPLE** tabs contain summary information regarding evaluation of the sustainability initiatives:

- **Report – Initiatives:** constitutes a general “test” of an initiative against the goals for each sustainability category and a method to report the initiatives that the Airport implements. The Airport would fill in “positive,” “negative,” or “neutral” for each goal and the Tool will provide a general “score” of how well the initiative meets the overall sustainable vision (economic, operations, natural environment, and social). If all the boxes in this test are generally shaded neutral or green, then the initiative generally passes this test. Then if implemented, it is marked as implemented and becomes part of the official sustainability initiative list for that year. Although this functions as a good way to identify and narrow potential initiatives, it is important to note that there may be a compelling reason to implement an initiative that may not be favorable in all categories, based on additional factors. But, in general, this Tool will assist the Airport in identifying the best potential sustainability initiatives with respect to the overall goals and objectives.

*As initiatives are implemented in 2016, add the initiative and its key purposes in the gray upper cells. Then, using the drop-down menus in the main cells, assign each initiative a value of positive, negative, or neutral for each goal. Results are tallied at the bottom for achievement in the four EONS categories: Economic Vitality, Operational Efficiency, Natural Resources, and Social Responsibility.*

- **Summary – Graphics:** provides a graphical summary of the data collected in the ORANGE tabs. Graphical depictions of a number of metrics that were used to help measure the success of implementing sustainability initiatives relative to the goals are contained in this tab. These graphics allow the Airport to visually see the data that is input in other areas of the Tool. Not all categories are included in this section, because some of the categories are best tracked in tabular (not graphic format). Those metrics are included in the Summary-Metrics tab.



*This tab updates automatically from the data entered into the ORANGE tabs.*

- **Summary – Metrics:** provides a non-graphical summary of the data collected in the ORANGE tabs. It tracks a summary of the sustainability metrics identified for each major sustainability category. This portion of the Tool allows the Airport to review the success of the initiatives (Step 6), identify areas of improvement (Step 7), and update the process as necessary (Step 8).

*This tab updates automatically from the data entered into the ORANGE tabs.*

**ORANGE** tabs represent the tracking of the sustainability metrics identified for each category:

- **Metrics by Resource Category:** these tabs represent the tracking of the sustainability metrics identified for each major category. Categories include: planned development, operations and maintenance, energy, natural resources, airport finance, community relations, and adjacent land use. These tabs should be updated as new monthly or annual information becomes available.

*Metric tracking data should be entered into the Tool using these tabs. Data is entered in the blue cells.*

To reiterate, information in the **Summary – Graphics** and **Summary – Metrics** tabs should update automatically reflecting the data added to the **orange** tabs. This portion of the Tool allows the Airport to review the success of the initiatives (Step 6), identify areas of improvement (Step 7), and update the process as necessary (Step 8).

## Proposed Schedule for Tracking Tool Use

Action will be required on a regular basis to ensure that the process becomes a part of the Airport’s culture. The following items identify the actions that will be conducted by Airport staff over a calendar year, and the management actions to be taken at each respective interval.

### Monthly Activities

- Use the Tracking Tool for review and screening of initiatives.
- Input monthly data (e.g., utility costs) into the Tracking Tool.
- Review and supplement sustainability initiatives in the Tracking Tool.

### Annual Activities



- Input annual data (i.e., annual operations, energy, financial data, etc.) by staff into the Tracking Tool by mid-March for the prior year.
- Produce an Annual Report before mid-year that:
  - Documents initiatives reviewed during the prior year and their ratings relative to the established sustainability goals.
  - Reports historic and current performance metrics relative to sustainability categories. This can be done by printing the **PURPLE** tabs.

**Biennial Activities (every two years)**

- Reconsider the sustainability goals and initiatives and adjust as necessary. Review the Tracking Tool and adjust as necessary.
- Improve quarterly and annual reporting templates, if warranted.



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