Coeur d'Alene Airport Sustainability Plan
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.

Category
(Previously identified issue/area of interest)
↓
Goals
(Desired target in each category)
↓
Metrics
(Measure success for each goal)
↓
Initiatives
(Specific actions to meet goals – next step)

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 2016.

- 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

o   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:

o   Amount of Airport (airside) property developed (acres)

o   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:

o   Initiation of commercial service

o   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:

o   Number of outreach events

o   Number of meetings with community stakeholders

o   Completion of community survey on a biannual basis or as needed

- o 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
    - o Number of communication efforts to inform the community and stakeholders of Airport developments
    - o 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
    - o Number fires reported by pilots
    - o 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:
    - o 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:
    - o 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 by 2017.

- 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)