

## West Michigan Airport Authority

Fiscal Year 2021 (July 1, 2020 – June 30, 2021) Action Plan

April 8, 2020

### Mission Statement

To provide the community with state-of-the-art global air access to strengthen the local economy and improve the area's quality of life.

### Fiscal Year 2021 Action Plan

#### Operations

- Evaluate the Authority's staffing structure as the result of completion of the Communications Strategy and current work activities.  
The Airport Authority approved a new Airport Authority Director Position and hired a permanent Director in December of 2020. Additionally, core duties of the former communications coordinator have been incorporated into the position and supplemented by contracting with Boileau Communications as the Authority's designated communications consultant.
- Conduct an energy audit of the Airport Business Center.  
It is the intent of staff to have this wrapped by Spring of 2021
- Work with the City of Holland to rezone the airport property according to the anticipated new zoning district.  
This process is ongoing, but nearing completion as part of the City of Holland's Unified Development Ordinance. Staff have worked closely with the City Planning Department and our Airport Consultant (Mead and Hunt) to define the parameters of the Airport Zoning District. The intent is to outline relevant regulations/restrictions as required by FAA/MDOT while also providing the tools necessary to the Airport to remain flexible in attracting and maximizing strategic development on Airport Property.
- Staff to complete relevant FEMA Incident Command Systems Training.  
This effort is ongoing; given the additional time allocation under the new Director role, this should be wrapped by the end of the fiscal year.
- Conduct a tabletop emergency incident training with local emergency management resources  
The goal is to reengage partners around this project early spring of 2021.

#### Communications

- Implement the recommendations of the Communications Strategy which should be completed in the spring 2020.

Communications Strategy is in full swing with the ongoing support of Boileau Communications. Key next steps are to finalize design of the updated Airport Authority website; completion of Annual Report by spring of 2021; expanded social media outreach; launch of quarterly newsletters; re-engagement with current Airport tenants and users; and update of the Airport's introduction video. Additionally, the Airport launched it's "Keep COVID Grounded" campaign which continues to promote health conscious protocols for travelers, users, and staff at the Airport. Critical remaining components are to establish effective communication channels with T-hangar tenants and to build engagement with this group.

- Distribute information on airport activities through videos, website updates, periodic newsletters, media releases and community presentations

See comments above regarding communications strategy update.

- Continue to be active in social media venues such as Facebook and Twitter and other venues recommended in the Communications Strategy.

This effort is ongoing. We've provided available social media keys to Boileau Communication and their staff are currently working with Authority staff to establish social media posting schedules and protocols.

- Interact with airport tenants and users on airport activities, needs and matters of interest.

A priority for the new Director role is to make personal contact with the relevant personnel for each of the Airports current Private Hangar leases. Additionally, staff will continue to work with key stakeholders to engage with T-hangar tenants.

- Partner with Vision Air Flyby Air Service on public education activities.

Due to COVID-19, these efforts have been disrupted. As we review our engagement strategy overall in light of the pandemic, and identify our opportunities to engage remotely, we will begin work to re-establish public education activities.

## Capital Projects

- Construct the runway and runway lighting rehabilitation projects.

These two projects have been officially condensed into one combined project. The project is scheduled for early spring of 2021 and all the pieces are in place for this to occur on time. The majority of the work will be completed within a consecutive 14 day period where operations will be interrupted. Once complete, there will be ancillary work associated with the rehab that will be completed after, but will not significantly interrupt operations.

- Design and bid the north hangar park taxiway if the funding and tenants are secured for this project.

This project is on hold, pending MDOT funding availability. Due to the lack of key tenants for future hangars in this area, the Airport Authority will need to review it's approach and timing schedule for this project.

- Remove the entrance parking lot and install landscaping on this site or determine alternative use for property.

This project is being revised due to the upcoming New Hangar construction project and addendum of the Hangar 3 Partners lease. Initially, the majority of the parking lot was deemed "surplus" space. Now with these two projects, much of the parking lot may be utilized for the private interests located there and a public access drive maintained by the Authority.

### **Economic Structuring**

- Prepare the land leases for tenants of a new hangar park to the north of the Airport Business Center.

This has been suspended due to the lack of current tenants. One of the original interested parties is planning to build a new hangar on the location of the former Airport Office, and the second interested party has put this project on hold. The Authority will review options for attracting new interests to this space.

- Continue implementation of an airport development effort in cooperation with area economic development partners and private interests.

A major priority of the Airport Director is to establish a business engagement strategy as well as make key contacts and introductions with regional economic development partners. Ongoing efforts related to this include the marketing of available Airport owned property for development. To date, the real estate firm the Authority has been working with has identified at least one potentially interested party, but there has been nothing definitive yet. As development continues around the Airport, it's critical for the Authority to identify means of drumming up interest on it's available land. Additionally, the Authority Consultant (Mead & Hunt) continues to engage MDOT/FAA on the land release of Parcel K, though the FAA has not to date been forthcoming with any new details.

- Continue working to engage potential partner communities in the direction of airport governance and activities.

Going forward, there is a clear need to diversify revenue streams for the Authority, and part of this will be efforts to engage additional member communities. The Director will be relying on key connections both from the Board and various subcommittees, as well as advocates of the airport to lead the charge in this area. As part of a business development strategy, it would be worthwhile to expand upon these efforts.