

West Michigan Airport Authority

60 Geurink Boulevard, Holland, MI 49423
P (616) 368-3023

Comprising City of Zeeland, Park Township and City of Holland



March 20th, 2023

To: West Michigan Airport Authority Board.

From: Aaron Thelenwood, Authority Director

Subject: **FY24 Action Plan**

I. Stabilize FBO Services:

Finalize FBO Transfer agreement and bring FBO services back in-line with both the parameters as outlined in the existing FBO agreement and the expectations of airport users. Work closely with the FBO to expand maintenance service operations on-field.

II. Get operations back to and maintained at National GA Designation Level

Work to increase the number of instrument rated operations on-field to 5,000 and above on annual basis, in-line with the requirements under the FAA's National GA classification. Ensure number of based jets and interstate/international flights are maintained well above FAA minimum requirements. Increase outreach to based users regarding the importance of filing a flight plan when possible and the direct impact on the airport's designation. Plan accordingly for future projects to ensure impacts on operations are minimized and that disruptive projects are not scheduled during FAA assessment years. Establish living dashboards to track relevant classification metrics month to month and report back to the Board.

III. Increase operations to 40,000 (July 1st, 2023- June 30th, 2024)

Work with FBO to expand operations on-field. Continue to press marketing initiatives that build awareness of the airport and its amenities and new development opportunities and business partnerships which promote operations.

IV. Increase staffing- 2 FTE

Continue working to ensure the Airport Authority is staffed appropriately to meet the challenges of today and the opportunities of the future. New partnerships, development, and stakeholder expectations will continue to put pressure on the Airport Authority staff. Appropriate staffing levels will ensure the Authority remains adaptable and able to meet these demands. Expanding current hybrid

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positions to fulltime will also work to promote stability, retention, and return on investment of ongoing training and skill development.

V. Flight school established

Following approval by the Airport Authority in December of 2022, 4One Air has been operating their flight school successfully with goals to expand and add new instructors.

VI. Establish a KPI Dashboard for monitoring metrics

Having a living database that is easily accessible to the Board, staff, and community will be critical in ensuring ongoing stewardship of the West Michigan Regional Airport and will help to identify trends across separate data. Additionally, this will allow the airport authority to more readily monitor key operational metrics tied to classification and funding. Amanda VanLaar is making great progress developing the baseline framework of the database.

VII. North Taxi Lane construction complete

Due to the timing of available MDOT grant funding and recent changes to MDOT's project approval process, which now requires completion of the Environmental Assessment and Design Phase before construction bidding can begin, construction will likely need to be moved to spring of 2024. The North Taxilane Project is still scheduled for FY23 funding. This project will be instrumental in getting parcels B&C development ready, and will lay the foundation for the Airport Business Development park and a whole host of new economic opportunities on field.

VIII. Millage campaign for additional municipalities in full swing for November ballot

Expanding support for the airport authority to other communities will be critical in both bringing new perspectives and expertise to the Board while also expanding support for critical capital projects. Identifying a strategic partner for a campaign will be the first major step. Leveraging existing partnerships, the expertise of Boileau & Co., local economic development organizations, and support like JET will be critical in driving messaging.

IX. Complete Baseline Feasibility study for eVTOL

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Identify advanced air mobility options and feasibility on field is becoming more and more important as the state of Michigan expands investment in this new sector. A good first step will be evaluating the merits of a vertiport on field and planning for future siting on WMRAA's ALP.

X. Community engagement & visioning process ½ way complete

This process would focus on bringing relevant community perspectives to the table regarding the airport, the services it provides, and the role it serves in the community. Like a smaller master planning process, the objective would be to set a much more targeted long-term vision for the Airport Authority.

XI. Established clear directions for North Business Park Taskforce

Provide clear directives to the taskforce regarding the specific type of business and opportunities the airport authority is looking to attract to the Airport Business Development Taskforce. From there, the Taskforce can establish objectives and strategies in attracting new businesses as well as supporting outreach and marketing efforts.

XII. Complete on-ground transportation study

One pressing challenge the airport currently faces is transit to and from the airport. With limited taxi service a lack of Uber or similar ride share services, and no public transit options, travel from the airport can prove tricky. COVID had a negative impact on rental car services as well which we are starting to see some return to normalcy. The airport will work to expand its role as a multimodal transit hub by partnering with local transit experts and organizations. A transportation study can help the airport authority identify potential resources and solutions. Staff is in early conversations with regional transit partners to outline possible collaborations in this space.

XIII. Identify targeted goals for diversifying revenues on field

As opportunities and expectations of the airport authority continue to grow, along with development and maintenance costs, it will be more and more important for the Airport Authority to establish diverse and sustainable revenue streams. Partnering with a consulting firm to benchmark other airports may prove an effective and efficient approach to identify effective revenue models.

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XIV. Letter of Intent with Educational Partner

Ongoing educational partner engagements will likely quickly lead to official commitments to support ongoing education on-field. Airprot Staff have begun extensive outreach and engagement with regional

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