

Chapter Overview

The City of Redmond (City) initiated an update to the Airport Master Plan (“Plan”) to assess the facility and service needs of the Redmond Municipal Airport (“the Airport”) throughout the next 20 years. The Plan serves as a roadmap for bringing projects, people, and funding together in a coordinated manner, and provides strategic direction regarding the Airport’s 20-year capital development plan and investment of resources.

The Plan is conducted in accordance with Federal Aviation Administration (FAA) guidance, as prescribed by grant assurances and mandated by regulatory standards. Conformance with FAA standards enables the City of Redmond to apply for federal and state funding in order to support the maintenance, expansion, and upgrade of airport facilities as demand warrants and funding is available.

Study Introduction

The Airport is owned by the City of Redmond, Oregon. The City of Redmond is a key stakeholder in the Plan. The Aviation Program Manager, Nettice Honn, is the daily project manager for the City. The City’s planning and engineering departments are represented on the Planning Advisory Committee (PAC).

The Plan evaluates the Airport’s needs over a 20-year planning period for airfield, airspace, terminal area, and landside facilities. The goal is to document the orderly development of Airport facilities essential to meeting City needs, in accordance with FAA standards, and in a manner complementary with community interests. The Plan results in a 20-year development strategy envisioned by the City, reflective of the updated Airport Capital Improvement Program (CIP), and graphically depicted by the Airport Layout Plan (ALP) drawings. The approved Plan allows the City to satisfy FAA assurances, and seek project funding eligible under the respective federal and state airport aid program.

The Master Plan will have the following core components, in accordance with FAA Advisory Circular (AC) 150/5070-6B, *Airport Master Plans*:

- 1: Study Design
- 2: Project Management
- 3: Stakeholder Coordination and Outreach
- 4: Airports Geographic Information Systems
- 5: Airport Inventory
- 6: Demand Forecasts



- 7: Facility Requirements
- 8: Improvement Alternatives
- 9: Financial Feasibility
- 10: Implementation Plan
- 11: Airport Layout Plan
- 12: Documentation

Why is it Time for a Master Plan?

The Airport Master Plan was last updated in 2005, with the ALP drawings last revised in November 2013. Since the 2005 Master Plan, the FAA has updated airfield design standards and aviation activity trends have changed. The 2005 Master Plan does not include important developments as envisioned by the City. This Plan is funded by the City with a grant from the FAA Airport Improvement Program (AIP).

Airport master plans are generally updated every 10 years, depending on the planning outlook and complexity of the airport. The aviation market has seen major changes since 2005, with fuel prices increasing, Next Generation navigation technologies becoming commonplace, the demand for pilots growing worldwide, the accelerated development of unmanned aerial systems, and new FAA policies on airport development. The assumptions and facts that formed the basis for recommendations in the 2005 Master Plan are in need of an update to reflect an evolving marketplace.

The changes in the community around Redmond reinforce the need for a new master plan to reexamine growth projections and future facility needs. The Airport is centrally-located in Central Oregon, an area that has been experiencing unprecedented growth in population and business interests. The region's physical location on the east side of the Cascade Mountains contributes to the favorable weather experienced year round. This is a major factor in the attractiveness to both young families and those looking to retire. These growth patterns will be evaluated in the Plan and included in all facility design and analysis for the Airport's 20-year plan.



Study Goals and Process

Master Plan Goals / Central Questions of the Master Plan

The core questions for this Plan include the following:

- ✓ How will Central Oregon's growth continue in the future, and what will the impact be on aviation activity?
- ✓ What role will General Aviation (GA) and United States Forest Service (USFS) activities play in the future?
- ✓ Is a runway extension justified, and if so, how long should it be, and in what direction?
- ✓ What is the viability of runway and terminal improvements previously depicted on the ALP?
- ✓ How can the passenger terminal and associated facilities accommodate continued passenger growth and additional carriers?
- ✓ What are the opportunities for increased airport revenue generation?
- ✓ How much property will be needed to satisfy the demand for future aviation use?
- ✓ What future changes in critical aircraft should the Airport plan for?
- ✓ Are aviation facilities adequate to meet the needs of the growing community?

The Planning Process and Timeline

FIGURE I-1: PROJECT TIMELINE & ROADMAP



Plan Participation

As a strategic visioning process, the Plan is structured to be responsive to Airport needs while being inclusive of broader community considerations. This approach builds stakeholder support for Plan recommendations and facilitates acceptance. The Plan's public involvement program is targeted to engage key Airport stakeholders (City and County elected officials, community leaders, on- and off-Airport stakeholders), address comments, and actively encourage public participation.

Agency Coordination

The FAA Seattle Airport District Office (ADO) is the primary external reviewing agency for this Plan. A representative from the Seattle ADO will be provided Plan deliverables and invited to attend PAC and public meetings. A visit will be made to the Seattle ADO two times during the Plan development to review key deliverables since the FAA is not always able to travel to Airport events.

The Oregon Department of Aviation (ODA) is a key stakeholder in the Plan. The Consultant and the Airport will keep ODA updated on Plan progress through routine communication, including scheduled teleconferences, and transmittal of Plan chapters.

Airport Committee

The purpose of the Airport Committee is to advise the City Council regarding issues that concern the development of the Airport. The Airport Committee supported Plan visioning, provided feedback on the Plan elements at key milestones, and will be essential to the Airport's ability to move forward with Plan recommendations.

Planning Advisory Committee

The PAC consists of aviation and non-aviation constituents selected to provide well-rounded Plan perspectives. The PAC serves in an advisory capacity to collectively review Plan recommendations and provide feedback to the Airport and Consultant. PAC input will be used to guide Plan developments. The PAC consists of members representing the following interests:

- ✓ USFS
- ✓ Redmond Economic Development, Inc.
- ✓ Redmond Chamber of Commerce
- ✓ Airport Tenant (GA Representative)
- ✓ Deschutes County



- ✓ City of Redmond Engineering Dept.
- ✓ City of Redmond Planning Division
- ✓ City of Bend
- ✓ Prineville (S39) Airport Management

The Airport project manager serves as an ex-officio member of the PAC. The FAA and ODA are informed of PAC meetings and invited to attend in an observer role.

Key Technical Stakeholders

While the PAC will provide a continuous sounding board throughout the Plan, there are some stakeholders that are expected to be interested in specific Plan elements and disinterested in others. The Consultant will meet with these stakeholders to collect their feedback on Plan elements that are of interest to them. These include:

Plan Element	Key Technical Stakeholders
Airport Inventory	Control Tower Law enforcement Passenger and Cargo Airlines Transportation Security Administration (TSA) Aircraft rescue and firefighting (ARFF) Businesses on airport property Airport hangar tenants
Demand Forecasts	Passenger and cargo airlines Control tower
Improvement Alternatives	Control tower TSA ARFF Deschutes County

Also, the City of Redmond is completing a Comprehensive Plan update and roadway engineering projects in the vicinity of the Airport concurrent with the Airport Master Plan. Close coordination between the Airport and community planning and development projects were pursued to help efforts of both organizations support common goals.

Public Outreach

This public involvement process is used to inform, educate, and solicit feedback from the public regarding the Plan process, major findings, and conclusions. Conducting public outreach meetings in



an "open house" format provides the general public the opportunity to interact with the Airport and Consultant, ask questions, communicate concerns, and provide feedback.

The two (2) public meetings occur at the following Plan milestones.

- ✓ Facility Requirements and Initial Improvement Alternatives
- ✓ Refined Alternatives and Preliminary Capital Improvement Plan

A summary of public involvement is included as a Plan appendix.

SWOT Analysis

As part of the strategic planning process, a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was conducted with the PAC to determine the appropriate strategic visions for the Airport, and specific goals and objectives to be addressed throughout the Plan. SWOT is a process for synchronizing strategic decision-making factors, and helps categorize the Airport's internal and external characteristics, qualities, and merits. When compiled, the SWOT factors help formulate Plan goals, provide the basis to pragmatically assess recommendations, and guide the Plan's overall developmental policy. The following SWOT factors were identified by the Planning Advisory Committee during the project kick-off meeting held November 5, 2016.

SWOT TABLE

		Helpful To Achieving the Objective	Harmful To Achieving the Objective
Internal Origin Attributes Within Airport Influence		<u>S</u> trengths	<u>W</u> eaknesses
External Origin Attributes Outside of Airport Influence		<u>O</u> pportunities	<u>T</u> hreats

- Strengths:** characteristics that provide an advantage over others.
- Weaknesses:** characteristics that create a disadvantage compared to others.
- Opportunities** outside potential that the Airport could capitalize on.
- Threats:** outside risks that could be detrimental to the Airport.

Strengths:

- ✓ Runway wind coverage and physical access
- ✓ Runway length

Weakness:

- ✓ TSA and security requirements to adhere to
- ✓ Limited infrastructure availability



- ✓ Central location
- ✓ ARFF presence
- ✓ New terminal
- ✓ Security
- ✓ Business and tourist economy
- ✓ Size of Airport-owned property
- ✓ Frequency of flights
- ✓ Air Traffic Control Tower presence
- ✓ FAA grant assurances in place to keep the Airport intact

- ✓ USFS airside expansion potential limited by lack of available land adjacent to current taxiways

Opportunities:

- ✓ Business and industry diversity in the area
- ✓ Hotel availability
- ✓ Transportation network companies (Uber)
- ✓ Transportation systems/multi-use path
- ✓ Terminal – Jet Bridges
- ✓ East bound flights
- ✓ Additional connections
- ✓ Time of flights (more at night)
- ✓ Emergency preparedness
- ✓ Airport land owned north of airfield (golf course area)
- ✓ Airport name/branding
- ✓ Improving access to the airfield particularly on the north side

Threats:

- ✓ Not isolated from national/international threats
- ✓ Availability of skilled workforce or higher education opportunities
- ✓ Lack of FBO maintenance technicians and training
- ✓ BLM and other open lands where transient population tends to gravitate
- ✓ GA competition in the region – users could go elsewhere
- ✓ Cascadia earthquake
- ✓ Could overshoot growth estimates and overbuild

