

## SUMMARY NOTES

2015

February 12<sup>th</sup> TTAD Board Workshop

Attendees:

Board: John Jones, Mary Hetherington, Jim Morrison, Tom Van Berkem

Lisa Wallace (absent)

Staff: Kevin Smith, Hardy Bullock, Phred Stoner, Denae Granger, Sally Lyon, Brent Collinson

Consultants: Mead & Hunt

Facilitation: Seana Doherty, Freshtracks

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### I. OVERVIEW OF MEETING

The Tahoe Truckee Airport Board of Directors traditionally meets annually for a daylong retreat. The purpose of the February 12, 2015 Board Retreat was to create a forum for the Board to discuss key policy issues and begin the process of defining policies for these areas. The three key topics for the February retreat were:

- 1) Growth management at TTAD—aviation and non-aviation
- 2) Land use policy, specifically around annexation
- 3) Board communications

Following are the summary notes from the Board session as recorded by the facilitator. The District Clerk recorded a full, detailed set of minutes.

### II. AGENDA

\*Note: Below was the planned agenda but the actual meeting only touched on two of the three key topics (managed growth and board communications)

**9-9:10| Welcome, President, John Jones**

**9:10-9:30| Overview of agenda, process, goals for day  
Kevin Smith, GM**

- Overview of agenda
  - Overview of roles
  - Process for today and future
  - Goals for day per Board feedback
- Specific Outcomes of Retreat (2):
  - 1) Policy Directive, or process to get there, for 2 key topics (managed growth, land use planning/annexation)

- 2) Board Communications (key to our success is setting effective policy and giving clear guidance)
  - Proff. Development + Reflection
    - Critical Conversations—brief review

**9:30-9:40| Meeting Agreements, Seana Doherty, Freshtracks**

**9:40-10:00 | Review: Decision Making Process + Tools**

- Review: TTAD Guiding Documents + Information
  - Master Plan, Strategic Plan, Policies
  - Public Feedback

**10-noon| Segment 1: Defining Managed Growth at TTAD**

Segment Goal: Build consensus on common definition or set of criteria for “managed growth.”

Background/Context: Staff + Mead & Hunt

National definitions (aviation + non-aviation)

Regional context: Nevada County, Placer County, Town, etc.

Regional growth trends

TTAD Context & Background (Current Airport definition of managed growth)

- Master Plan
- Strategic Plan
- Godbe Survey
- Public Input
- CLUP

Questions + Discussion:

- What is the District’s definition of managed growth?
- Is our current definition sufficient? What details are needed to clarify/gain agreement? How does TTAD address or define managed growth in current guiding documents?
- What is the role of the Airport District in regional growth issues?
- What are the policy directives for staff on this topic?
- Next steps

**Noon-12:30: LUNCH**

**12:30-2:00| Segment 2: District Land Development Strategies**

Goals: Begin work toward a Land Development Strategy Policy Instruction and/or Strategic Directive for non-aviation specific lands and priorities

Context/Background: Kevin

- Current guiding documents in place regarding District land use.
  - Master Plan
  - CLUP
- What's missing?
  - Specific criteria for land use for 25 acres of non-aviation lands
  - Demand Driver results
- Proposed next steps
  - Board input on process, criteria
  - Develop land use criteria for 25 acres of non-aviation lands as part of current MP
    - Coordinate development of District land use criteria with Town, County
- Discussion/Decision
  - What should the Districts land development strategy be for non-aviation lands?
  - What is the Board of Directors role in regional growth planning?
  - Do we have the right priorities and are we balanced in current and short-term airport development projects?
  - How do we balance aviation needs with needs of community?
  - What is the District's position regarding annexation of non-aeronautical property into the Town of Truckee?
  - What criteria should we use to consider/evaluate uses?
  - How important is self-sufficiency?

2-2:45

**Segment 3: Board Communications**

- Review Survey Results
- How are we doing?
  - What is going well?
  - What isn't?
  - What are steps for improvement?

2:45-3pm

**Close/Next Steps**

- Agreements on next meetings to continue moving on segments 1 & 2
- Other topics for future policy workshops

**III. SUMMARY OF COMMENTS**

Most of the meeting was spent on the topic of managed growth. The participants decided to move other topics on the agenda (land use planning and board communications) to future workshops.

#### Topics Covered in Summary Comments

- 1) Meeting Agreements (for current workshop)
- 2) Managed Growth
- 3) Board Communications

#### **1. Meeting Agreements**

Participants, after reviewing the Policy, Code of Ethics, made the following commitments for the day:

- Try not to interrupt each other
- Have self awareness of "hidden agendas"
- Allow equal time for each Board member to respond to issues
- Engage in active listening—really try and understand the other persons point of view
- Be professional
- Focus on the positive (rather than "flight or fight")—solutions rather than problems
- Careful use of words

#### **2. Topic: Managed Growth**

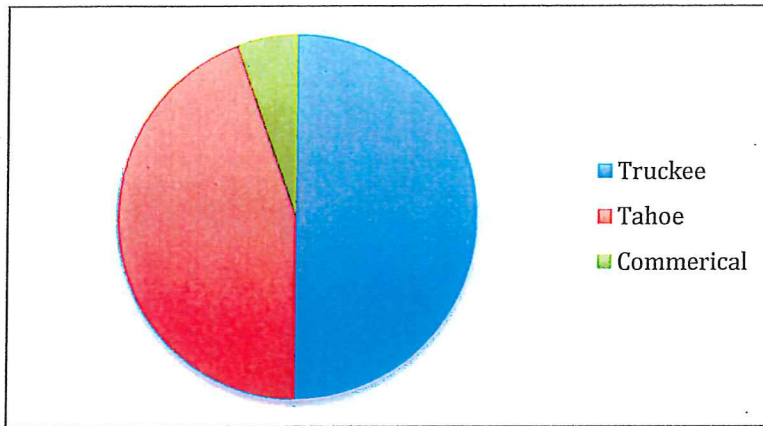
Guiding documents at TTAD that help inform the managed growth conversation:

- Master Plan
- Strategic Plan
- CLUP
- Public opinion: Godbe Surveys (3), Master Plan Outreach Report

Other impacts to managed growth at TTAD

- Population growth trends in the Region
- National aviation forecasts
- Part 150161
- Negotiation of Night Operations
- 20 year FAA grant assurances
- Tower
- Technology
- Demand Driver Study





2) List of Community Impacted or Influencing District:

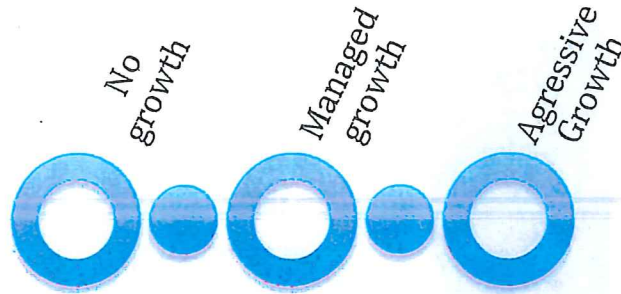
- Local residents (need demographic breakdown of this)
  - 30,000 today
  - 2% growth rate (per Town of Truckee re: residential unit growth rate)
- Visitors
- Local pilots
- Itinerant pilots
- Nevada County: General Plan
- Town of Truckee: General Plan

3) Community Defined by tax base

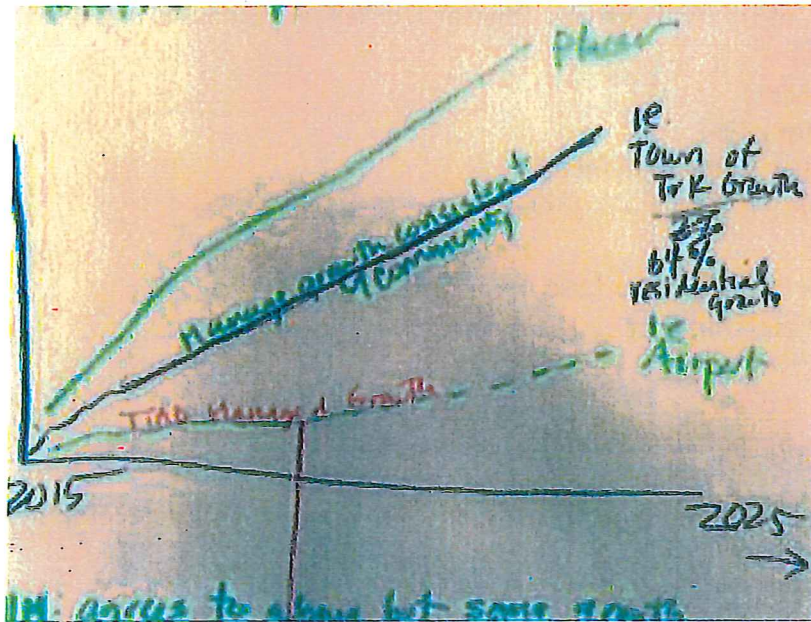
- Business community
- Property owners
  - Locals
  - Second homeowners

**Ways to think about managed growth decision making, policy development at TTAD**

1. Via a continuum or scale with no growth being a one and rapid growth being a 10. Board agreed that somewhere in the middle, around five, is managed growth and all five Board members fall somewhere on either side of the managed growth middle. The goal is to create a policy that includes full range within the middle area as a starting place.



2. As a growth rate graph. Look at TTAD growth in the context of projected growth by Town of Truckee, Nevada County. Based on this graph, it appears that TTAD is actually not planning to grow at the same rate as "the community," but at a slower rate.



**BOARD COMMENTS RE: MANAGED GROWTH**

**John's Comments**

- What are the economic benefits and impacts of the Airport? This needs to be part of our story and conversation about growth.

- Growth conversation needs to include needs of pilots
- Currently have a hangar wait list.

### Mary's Comments

- We are looking for answers to the questions about how we maintain what we have an grow slowly, overtime, with the least impact to our local community
- We don't have to respond to regional growth, we can choose not to respond. This is an option.
- Concerned about Martis Valley Plan language around Airport growth as presented by Mead & Hunt
- On-going challenge: TTAD impacts are in Truckee but District serves wider region
- Public comments are critical to the managed growth process

### Jim's Comments

- We need to accept that no matter what our growth rate, there will be a certain amount of jet annoyance increases
- Based on this, what can we do to solve jet annoyance issues?
- One idea is to mitigate by finding value in their visit when they (pilots) are here

### Tom's Comments



Community defined by three buckets:

Bucket 1: People who are here today

Bucket 2: People who are here in the next 10-20 years

Bucket 3: Future generations

- We need to be careful about pacing our growth to overall community growth
- Question is: How do we create growth that serves people in all three buckets
- If we plan for bucket 3, the pace of growth would be a lot slower
- Not excited about jet growth
- Question to way we asked the growth question on the Godbe survey



### Jim's Comments

- Managed growth, growth is a key Board topic
- Process suggestions for Board decision making:
  - Ask honest questions to get data we need to make informed decisions
  - Make time to deliberate
  - Make decisions
  - Support our decisions over time based on solid process from the start
- Elements I would like to see included in growth conversation
  - TTAD consider taking a role in waste management in the region to offset negative impacts to growth
  - Financial health planning
  - Ways to continue to enhance community because we will never be able to remove annoyance from noise but we can mitigate with incredible benefits that touch a lot of people like:
    - Funding of the pool in a significant way
    - Creating a composting system for the region

### 3. Topic: Board Communications

The Board spent about 20 minutes on this topic at the end of the meeting as well as practiced improved communications via the Meeting Agreement exercise.

Following are comments from the discussion.

What is working well:

- Responsive to improving Board communications when topic is raised (example: Meeting Agreements today worked!)
- Listening
- Decision to create regular forums to deliberate topics in respectful, honest manner

What could be improved upon:

- Create better table configuration at Board meeting so we can see each other
- Provide opportunities (in breakout sessions) for the five Board members to discuss topics without staff
- Create space to have crucial conversations

## IV. CLOSE/NEXT STEPS

### 1 Future Topics for Discussion

- Policy 309: Allocation of unrestricted net assets. This policy needs to be updated per the Memo currently being circulated that provides a different set of assumptions
- Update of strategic area 5.2 and Policy 309: Unrestricted net asset allocations. Ideas so far:
  - Creation of a some sort of community benefit Airport fund concept instead of project by project allocations
    - Criteria and decision-making process development
    - Part of mitigation program
    - Ideas so far (presented by Board and community)
      - Pool
      - Library
      - Skate rink
      - Move industrial off of Truckee River
      - Compost Center for Region
    - Include programs current in place
    - Package all together to share total community benefit picture to stakeholders (i.e. over the past 5 years the Airport has dedicated X\$ to community enhancements in the following areas...)
    -
- **Economic Impact Study**
- **Driver Study and impacts to TTAD managed growth policy development**

## 2. Future Actions

- Need accurate data re: tax base in TTAD today and future projections for Board book and placement on TTAD website. Make data visual and easy to read.
- Hold several policy discussion workshops (like this one) throughout the year to provide a forum for Board and staff to deliberate critical issues.
- Create time on Board agenda's for specific topics (decide 1-2 topics prior to each agenda) for discussion of policy topics related to non-aviation issues
- Freshtracks to summarize notes from this meeting
- Kevin to schedule future board session on TBD topics
- Board Survey: Freshtracks to summarize survey results at future Board meeting



**Tahoe Truckee Airport District  
Summary Notes  
4.2.15 Board Workshop**

**Key Topics of Discussion**

- 1) How does TTAD define community? WHO do they serve? Make decisions for?
  - 2) Growth: What is TTAD's perspective, values about growth both at the Airport and in the Region?
  - 3) Next steps
- 

**I. Defining Community**

The group reviewed the notes from the previous Board workshop as well as the following, draft info graphic.

**Comments re: info graphic:**

- Show TTAD geographic boundary with-in the context of region
- Soften graphic delivery to be more like our community--- a mountain region of small historic communities---all about the people
- Take out: Latino and Pilot sub-data (why pick just two—either who none or 8-9 subsets of data)
- We are part of the larger, national aviation community—where does this fit in?
- Add: future generations
- Add: Subgroup—Neighbors at put a number based on CLUP
- Add: Number of commercial businesses



### TRUCKEE TAHOE AIRPORT DISTRICT COMMUNITY SNAPSHOT



# 30,000

TRUCKEE TAHOE AIRPORT DISTRICT POPULATION

# 2 million

ANNUAL VISITORS TO TRUCKEE / NORTH LAKE TAHOE

# 5,942

HISPANIC OR LATINO POPULATION

# 600

PILOT POPULATION

### TOTAL HOUSING UNITS BY TOWN SOURCE: U.S. CENSUS BUREAU, CENSUS 2010



=

## 22,195

TOTAL HOUSING UNITS

## 10,512

TOTAL 2ND HOMES

SOURCES: U.S. CENSUS BUREAU, NORTH LAKE TAHOE RESORT ASSOCIATION, TRUCKEE CHAMBER OF COMMERCE



Purpose of Infographic:

- Addition to strategic plan and other communication tools (i.e. website) as a tool for decision-makers—to remind them of who decisions are being made for

## II. Growth Topic

Question: How does TTAD define or what are the values around aviation growth at the Airport as well as its role in region growth topics?

Summary Notes from Conversations per above questions:

- The Board of Director's views on the topic of managed growth range from minimal growth to managed growth. All agreed that aggressive growth is something that none of them support in the area of aviation related topics.
- Support for growth in the area of revenue generation was supported by a Board member

### Framing of TTAD Growth Objectives

Following is a set of feedback, provided to the staff, by Board, to help craft language about growth that will ultimately go into the strategic plan and potentially be drafted into a policy directive.

- **Sample Statement:** *The airport will manage its facilities and operations in a way that protects the environment, safety and ambience of our community recognizing that this may well not increase operations and facilities at the same rate of growth as our community experiences.*
- We are not for aggressive growth
- Instead of using our past sentence about growth---"We support growth consistent with community-needs," suggestions were made to use the following new language:
- We support growth that is based on values of environmental and financial sustainability and works to be consistent with current County and Town policy but may not always be. (Rough draft)
- Our role is not to take on regional planning issues unless impacts to safety are an issue
-



- Use the framing from the Demand Driver Study (Direct | Indirect | and No Control) criteria to further define the language around growth.

### III. Next Steps

#### Community + Growth Topic:

- Daft language for Board review per above two topics in the next two weeks
- Once approved, add to Strategic Plan draft

#### Other Topics for future workshops:

- Long-term budgeting
  - How do we make decisions on spending?
  - Review actual dream list
  - Make this a regular part of Board agendas
- Give \$ to local community things
  - What is our process? How do we allocated funds? Do we want a process or do we like the project-by-project approach? How do we package up all of our community benefits and tell our story?
- Widen + Lengthen Runway
  - Let's make a decision on this in the next year
- Kale & Compost
- Support for New Library in Truckee



**TTAD Board of Directors  
Managed Growth Workshop #3  
November 12, 2015  
SUMMARY NOTES**

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Attendees:

Board: John Jones, Mary Heatherington, Jim Morrison, Tom VanBerkem  
Lisa Wallace

Staff: Kevin Smith, Hardy Bullock, Phred Stoner, Lauren Tapia, Sally Jones

Consultants: Mead & Hunt

Meeting Facilitation: Seana Doherty, Freshtracks

**I. MEETING SUMMARY + OUTCOMES**

How the Airport grows on both the aviation and non-aviation side over the next 10 years is a critical, strategic topic for the Board of Directors. In order to allow ample time to study this topic, discuss and craft policy direction for staff, the Board of Directors have been meeting for several hours over the past several months to discuss the topic of managed growth. The attached set of notes is a summary of the result of the third workshop on this topic and was compiled by outside facilitation firm, Freshtracks.

An important set of data presented at this managed growth workshop was the results of the demand driver study. The demand driver study looked at the external and internal factors that could have an influence on airport operations. The Board commissioned this study as to way to understand what factors they have influence over and which they do not in impacting operations. Though consultants from Mead & Hunt, who conducted the study, made it clear that there was not a direct correlation between internal demand influencers such as hangars and fuel price and prediction of increased operations, it was valuable data for the Board to consider when making decisions.

The demand driver study helped provide some of the background information to help inform the discussion about growth at the airport.

The main summary of the study is that the two top demand drivers for increasing operations at the airport are place (the regional popularity, recreation, etc.) and the national economy. The top demand influencers---factors that may increase operations---were stated as: de-icing facility, size of runway, hangar options, fuel price and instrument procedures (i.e. Tower). It was added that future development could also factor in as a demand influencer though the study did not focus on this.



In short, the demand driver study helped frame the board discussion around growth in spotlighting what they do, and do not have influence over as far as increasing or decreasing operations.

Additional, staff created a managed growth policy infographic to help map the development of policy to the current work taking place at the airport. The above mentioned infographic is contained in this package with the staff summary.

### **Meeting Outcome**

The Board drafted two managed growth policy statements:

***Respond to forecasted, expected growth and strive to avoid increasing operations***

OR

***Strive to avoid increased operations while responding to forecasted growth.***

### **Actions from Workshop #3**

Following is a summary of next steps from the managed growth workshop #3:

- Staff to take input collected on the managed growth infographic and update per feedback
- Next workshop to finalize above policy statements into one version
- Next workshop to focus on using the agreed upon managed growth policy language and make decision on the key topics
- Define decision-making process for workshop #4
- Requested format of next workshop to include:
  - Topic-based roundtable discussion + decisions, timed
  - Background info to be provided by staff (i.e. pros/cons, cost, impacts, benefits to community, studies/data to date)
  - Topics to include: tower, hangar 3, etc.

## **SUMMARY NOTES**

### **AGENDA**

**I. Presentation by Mead & Hunt of Demand Drivers Study**

**II. Managed Growth at TTAD**

**a. Meeting agreements**

**b. Continued conversation from previous two meetings**

**III. Close/Next Steps**



### I. Presentation by Mead & Hunt of Demand Drivers Study

- Fuel price  Operations
- Q: Do fuel prices impact operations?
  - A: yes
- Q: Worth focusing on as a growth management strategy?
  - A: Not a priority over other factors/areas
- Q: Will future developments impact operations?
- Topic: Q: As a board, should we take actions that negatively impact the economic growth of our communities within our District?
- Topic: Agreement - we should limit development that will be impacted by operations/noise – similar to our Open Space policy
- Point: DD study helped us understanding segments in community that likely impact operations
- Clarity around Definitions
  - Demand Drivers = can't control
  - Demand Influencers = can be controlled

Demand Drivers (reference pg. 30 in study)		Demand Influencers (Fg. 16 in Study)
Location	<b>vs.</b>	
		De-icing Facility
		Runway (width/length)
Economy		Hangars
		Fuel price
		Instrument Procedures
		Unit sales (1 vs. 5M), future development (not in study)

- Demand influencers
  - Additional Board Discussion
  - Our work today + in the future
  - Our response to Demand Drivers
- Concluding thoughts regarding Demand Drivers
  - Add: Look at correlation - 5M homes
  - No correlation between 1M homes + operations
- Summary
  - What does drive demand TRK
    1. Location
    2. Economy

- Should the airport grow  
 - How do we or do we influence the external



- Other influencers
  - Proposed development
- Executive Summary additions:
  - Make point about Location more clear
  - Pg. 2: regarding Fig 16 (check) - Mitch
  - Reference figures/pages for Demand Drivers + Demand Influencers

## II. Managed Growth at TTAD

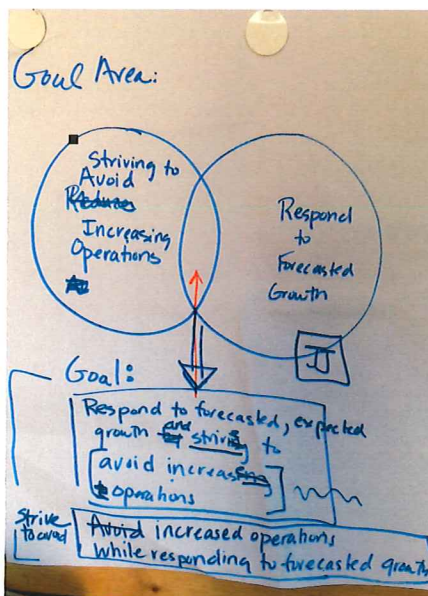
### a. Meeting agreements

- Big topic - be succinct
- Bring our best thinking
- No wrong/bad ideas
- Acknowledge: big topic, don't rush
- Active listening (let others finish)
- Be respectful of each other
- Action—let's get things done

### b. Managed Growth: Continued conversation from previous two meetings

- Who We Serve
  - The constituency we serve:
    - Defined: To achieve balance, the Board honors, respects, and recognizes that individual Directors have unique assessments about the definition of District constituents as if relates to managed growth.
  - Drafting policy language to define managed growth at TTAD. See below for visual capture of conversation.
  - Draft managed growth policy language per board discussion (2 options on the table):

*What is long term responsibility*



**Respond to forecasted, expected growth and strive to avoid increasing operations**

**Strive to avoid increased operations while responding to forecasted growth.**



### III. Close/Next Steps

- Things that worked well
  - Demand Drivers study draft - Revision capture
  - Validation - we (TTAD) are not driving growth
  - Infographic
  - Respect/honor variety of viewpoints
- Things to change
  - Still don't feel that we are doing enough to deal with noise
  - Clarity on decision-making
  - How are we making decisions? Consensus? Vote?
  - Timing? Now + draft?
  - Need to move to tactics (less on philosophical)
  - Let's debate it
  - Topic debate:
    - Data requested
    - Be neutral
  - What are these topics - Difficult topics (50%)
    - Hangar
    - Tower
    - Surveillance
    - FTE/Pilot Education
    - Time + decision-making process
- Other Comments
  - Caution us to be honest in our assessments when reviewing + creating studies, i.e. broader master plan process



## **TTAD Managed Growth Workshop**

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### **Summary Notes**

**February 2nd, 2016 | 9:00 am - 3pm**

**Location: Tahoe Donner Lodge**

### **Attendees:**

Board: John Jones, Mary Hetherington, Jim Morrison, Tom VanBerkem  
Lisa Wallace

Staff: Kevin Smith, Hardy Bullock, Phred Stoner, Lauren Tapia, Sally Jones

Facilitation: Lisa Wallace (Board Chair) + Seana Doherty (Freshtracks)

Other: Brent Collinson, TTAD Attorney

### **I. BACKGROUND**

The purpose of the February 2, 2015 Board Workshop was to continue the discussion around the creation of a managed growth policy statement for the District. Additionally, the Board and staff wanted to use the managed growth policy to steer discussions and next steps on key initiatives.

### **Meeting Agenda**

1. Managed Growth: development of a District policy statement
2. Pending Airport Topics
  - a. Discussion + development of next steps

Following are the summary notes from the Board session as recorded by the facilitator, Seana Doherty of Freshtracks. The District Clerk recorded a full, detailed set of minutes.

### **II. MANAGED GROWTH DISCUSSION**

#### **Summary of Discussion Points:**

- Tom:
  - Does managed growth + impacts to tranquility in 10 years define our managed growth agreements of today? I think so. I think our discussion today should be about impacts in 10 years, not just today.
  - Managed Growth at TTAD should not be in sync with regional growth; 5% population growth should not drive growth at



- TTAD because impact will be too great. I think the word, "respond to regional growth," should be removed from our current draft managed growth statement.
- "Managed" - impact will be too great in 10 years if we keep up with local growth
  - John: Dilemma for me is *whom* I am representing. Not sure there is much we can do to impact the inevitable growth in the region.
  - Tom: Regarding *whom* we represent – I feel I need to represent those that elected me to this Board.
  - John: It goes outside of our mission to impact regional growth and development beyond the Airport.
  - Mary: I think there are thousands out there concerned about Airport impacts and growth
    - The high end direction real estate is heading will have fundamental changes to the structure of our region
    - Are we just going to be a second home region?
      - Do we lose the soul of our community?
    - A vibrant community = diverse economic base
    - More growth = more planes = more second homeowners
    - Airport can have a role in changing the way we grow/or not grow by not providing the services that support this growth.
  - John: TRPA has limited development on the Lake. Results: Tahoe City population has gone down
    - Put a squash on development?
    - Maybe there are good things that happen from development
  - Jim: Not going to support idea that all development is bad; we all benefit from the development in the area
    - Let's focus on how we are going to manage growth and annoyance - we all care about this; let's start here and not stand on our individual soapboxes right now.
    - Let's focus on what we can do as a board to create a good airport and minimize impacts. Let's strive to define some layer of growth
  - Sally: We are managing growth at the Airport
    - Managed Growth sets goals
      - Let's not get too lofty
      - Let's focus on where we can make an impact



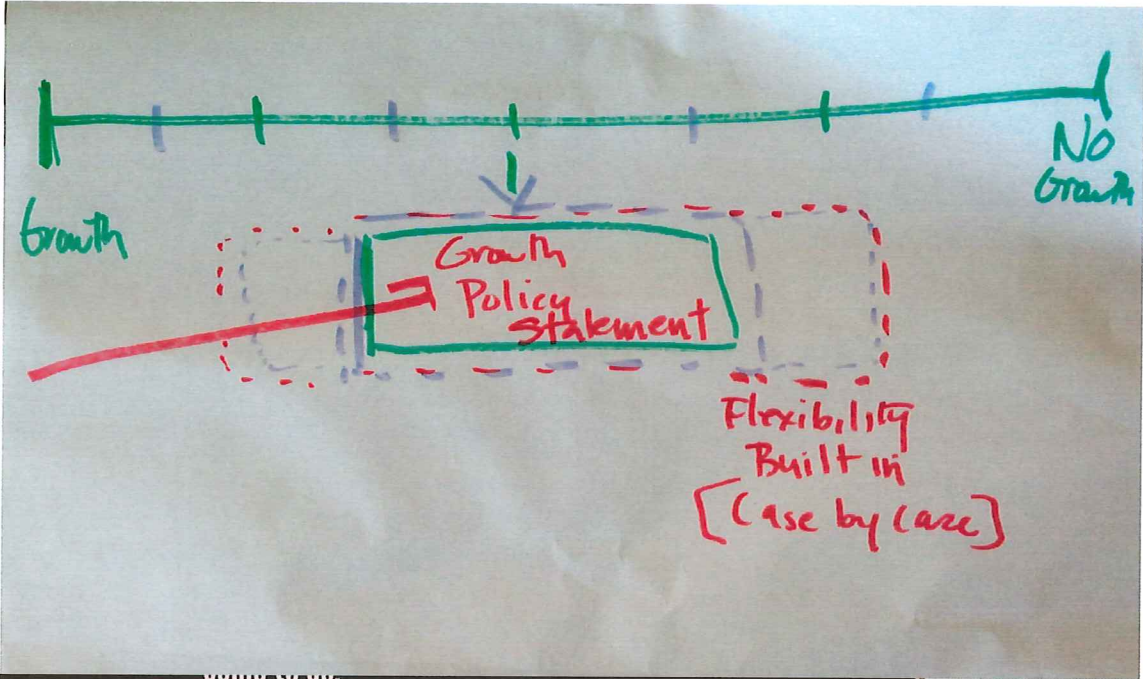
- Hardy: Main mission of Airport / core purpose - should drive our decisions about managed growth. Our core functions are:
  1. Operations
  2. Safety
  3. Enhance benefits to the community
- Phred: When/if we focus on external factors, it pulls us away from our core work
  - Board should represent everyone, not just those who voted for them
  - If we start trying to stop development we need to change our mission statement
  - Staff + Board are hired and elected to serve mission. Don't get distracted by personal agendas
- Kevin: We are very eager to do what Board wants us to do. Airports don't have many land use planning tools to use to influence growth (compared to towns/counties) so we have to be creative when we start to think about ways we can influence any type of growth outside of airport boundaries
- Brent: There are legal requirements of what Airport special district can and cannot do. We are not a planning agency
- Lisa: Hearing a lot of common threads in discussion today
  - Managed Growth: We don't actively facilitate growth and operations
  - We do have a role and have some tools to work with:
    1. Provide comments on development impacts on Airport operations
    2. Studies - Demand Driver study
    3. Investments - to reduce impact (noise and annoyance)
- Mary: There are items in Demand Driver study that demonstrate demand influence
  - Don't agree that we have limited tools
  - We can make choices
  - Easy to say "not my job"
- Sally: I think we can focus more on what we can do; less on what we should stop - focus more on positive
- Tom: Safety is number one
  - Not against growth - not for zero growth



- We have responsibility to serve those that brought us in to do what we are here today to do
- Tools: Influencing other agencies on growth initiatives, land acquisition
- Kevin: We don't have same land use planning tools that Towns and Counties have BUT, when it involves noise impacts, we do have a lot of tools in this area
- Jim: I believe I represent all the people in the District, all votes
  - Managed Growth: How do we serve everyone, those not even here yet?
  - Focus on positive - what we can do (being lower impact to our neighbors), not what we can't
  - This Board's role can't be your soapbox for your issues. You're elected to run an Airport and serve constituents
- Lisa: Summary - a lot of comments expressing views of Managed Growth. Thank you. Now, let's summarize the discussion.

### **Summary of Managed Growth Discussion**

Per the image below, the Board agreed that the managed growth policy statement needed to be concrete enough that it helps create a framework for decisions yet flexible enough that it allows room for board members to move along the continuum (no-growth/growth) on a topic-by-topic basis.



*GOOD WORK*

## <sup>Over</sup> Create a Managed Growth Strategy

*evaluates, considers, consideration, acknowledges*

**Sample Strategy Statement:**  
 The Airport will manage it's facilities and influence operations to achieve a well balanced operational strategy that <sup>acknowledges</sup> meets local aviation needs but reduces impact on affected neighbors and local environment





### **Agreement**

**The above, edited statement is the agreed TTAD Managed Growth Statement that resulted from several workshops in 2015 and 2016 including today's discussion.**

*\*Note: The Board made the above decision with the caveat that they would use the statement to test decision-making on a number of topics. If they found the statement to be limiting they would have the option to go back and revise.*

## **II. DISCUSSION ON VARIOUS AIRPORT INITIATIVES USING MANAGED GROWTH STATEMENT AS A DECISION-DRIVING TOOL**

With the establishment of the TTAD Managed Growth Statement, the Board moved on to use the new tool to help guide decisions on next steps to take, towards a decision, on a number of pending Airport initiatives.

The process for discussing and defining next steps was as follows:

- 1) Staff shared "Fact Sheets" on various pending initiatives and explained how these topics fit into the large framework of managing growth at the airport (see info graphic)
- 2) Board were able to ask clarifying questions after the Fact Sheets were presented
- 3) Board discussed and provided feedback to staff including next steps

Following is a summary of the notes captured from these discussions.

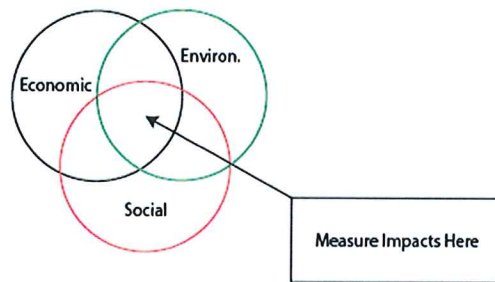
### **Topic 1: Economic Impact Study**

**Question: Should staff move forward on hiring a consultant to measure the economic impact of the District?**

- Current Situation/Info: RFP has been developed by staff – draft will be out to Board in March
  - Data collecting (Kevin)
- Why not do this?



- Comment: Skeptical regarding study and how it may drive decision-making



- Comments:
  - Consider broader impact study; not just economic
  - Study needs to have positive and negative impacts
  - Not convinced we need it
  - I want to understand our benefits to the region
- Next Steps:
  - Staff to bring to Board a well written RFP to attract top firm (not padded); address "so what?" What can we use study to do?

## Topic 2: Tranquility Campaign

- General Summary: Keep going
- Next Steps:
  - Develop more tools
  - Link to new pilot outreach person
  - Add this task to current organizational chart under new hire/pilot outreach person

## Topic 3: Pro-Active Enhanced Pilot Outreach

- Info: Position already in budget. Org chart shared to show where this person fits into Community Outreach + Operations Team. New hire would increase pilot outreach efforts
- Comments/Next Steps:
  - In job description add more details about Tranquility Campaign role (see above)



- Provide visual summary of evolution of staffing over last 10 years (compare/contrast) so Board can see how this new hire fits into overall hiring trends at airport

#### **Topic 4: Airspace Study**

- Comments/Next Steps:
  - Need full report from staff (May) - currently 50% done
  - Include details regarding environmental impact per stated goal of Airspace study
  - Understand, as part of above, greenhouse gas implication

#### **Topic 5: Temporary Tower**

- Initial Next Steps:
  - General Board interest
  - Staff Plan on next steps to Board (March)
    - Plan to include:
      - Need to tie to communication plan
      - Need to understand 2016 vs. 2017 launch
      - Staff Plan needs to be very detailed and high quality in prep for public review of topic
      - Cost of surveillance (Hardy)
      - More reasons (cons) regarding tower
      - Implications to operations
      - Alternative use of capital
      - Need to understand what level we can control flight patterns. Will we influence business jets early enough to make a difference?