



Glendale Municipal Airport Strategic Plan – Glendale City Council Workshop

October 12, 2021

Report Presentation - GEU Airport Strategic Plan





Working Group

Glendale Municipal Airport Strategic Plan Working Group

**Terry Aramian, Aviation Advisory
Commission
Barrel District Commissioner**

**Michael Portik, Aviation Advisory
Commission
Mayoral District Commissioner**

**Trevor Ebersole, Transportation Director
City of Glendale Transportation Dept.**

**Carl Newman, AAE - Airport Administrator,
Glendale Municipal Airport (GEU)**

**Purab Adabala, Transportation Planning
Administrator, City of Glendale**

Jim Gum, Airport Operations Supervisor, GEU

**Roxanne Alexander, Management Assistant,
GEU**



Working Group Process





Mission, Vision, Values

Mission Statement

Glendale Municipal Airport connects Glendale to the region, state, and world, by providing exemplary aviation services.

Vision Statement

Glendale Municipal aims to be Arizona's premier general aviation airport.

Values Statement

Our foundation is built on commitment to Integrity, Fairness, Collaboration, and Continuous Improvement.



Situational Analysis

A strategic plan requires a broad view of the local and regional interests that affect and influence an airport's future planning and economic development efforts. Understanding these economic factors will be critical to the success of the Airport's future development programs. The working group examined the following influences for the Glendale Municipal Airport.

- Regional Overview
- Community Overview
- Transportation Corridors
- Development Areas
- City of Glendale Governance Structure
- Glendale Municipal Airport Background
- Aviation Products, Services, and Facilities
- History and Development



Stakeholder Interviews

- Interviewed 18 Individuals
- Three Groups
 - Internal Glendale Municipal Airport Stakeholders
 - External Arizona and National Airport Stakeholders
 - City of Glendale and Peoria Officials



Strategic Initiatives

Aligning the Strategic Initiatives

Based on the interviews, a number of strategic initiatives were identified:

- Financial Sustainability
- Infrastructure Improvements
- Safety
- Marketing and Business Development
- Customer Satisfaction



Future Role of Airport

Future Role of the Airport:

Based on the interviews, the future role of the airport as articulated by the interviewees:

- **Corporate business development and support services, such as heavy maintenance, avionics, and contract fuel services.**
- **Continue current role and develop corporate business and support services; along with protections for the GA community and its current mission.**
- **Future role of the Airport should include corporate growth tied to the Airport's physical connection to the entertainment district and industrial areas.**



Financial Analysis

An airport strategic plan provides the opportunity for airport directors and policymakers to demonstrate that fiduciary responsibilities and FAA requirements are taken seriously. An airport's financial statements, budgets, and other performance measures are considered essential tools for achieving goals and realizing the mission and vision for the airport.

- Background and Financial Overview
- Projected Revenues
- Projected Operating Costs
- Projected Capital Costs
- Costs, Phasing and Prioritization of Capital Programs
- Overview of Potential Funding Sources
- Funding Considerations



Budget Summary

FY 2020

- Expenses \$890,674
- Airport generated revenue \$623,479, approximately 70%
- Balance
 - City General Fund \$147,047
 - Transportation Sales Tax \$120,148
- **Airport needs to move to self-sufficiency**



S.W.O.T.

Identify Strengths Here:

- S1 Strong Aviation Advisory Comm Support
- S2 Strong Aircraft Hangar demand
- S3 Location/Growth potential of West Valley
- S4 Contract ATC Tower
- S5 Space to Grow – East Side Development
- S6 Strong Administration

Identify Weaknesses Here:

- W1 Aging infrastructure
- W2 Lack of Funding/Capital
- W3 Lack of Business Diversity
- W4 Exist Land Leases - not at market rates
- W5 Staffing Levels
- W6 Aesthetics

Strengths

Weaknesses

Identify Opportunities:

- O1 Marketing /Bus Develop. - outside entities
- O2 Proximity to Glendale Entertainment District
- O3 East -side Development corp/aero uses
- O4 Design and Architecture /create standards
- O5 Become More Regional
- O6 Corporate Development

Identify Threats Here:

- T1 Private Development Encroachment
- T2 Lack of City support/attention
- T3 Roadway Circulation
- T4 Competing Develop, other Airports
- T5 Financial Dependency
- T6 Public Perception of Airport Appearance

Opportunities

Threats



Critical Goals

**Based on input from the Working Group –
Six Critical Goals were identified:**

- 1. Airport Business Plan**
- 2. Airport Marketing Plan**
- 3. Comprehensive East-side Development Plan**
- 4. Conduct Organizational Assessment**
- 5. Develop Airport Infrastructure Design Standards**
- 6. Plan and Implement Facility Aesthetic Upgrades**



Goal 1 - Airport Business Plan

- **Purpose:** Provide a path for Economic Development of the Airport
- **Goal Schedule:** FY 2022
- **Involvement:** Airport Management, City Departments and Divisions, including Economic Development, Transportation, Finance, and Planning
- **Accomplishments:** Roadmap for Airport's future financial and operational growth



Goal 2 - Airport Marketing Plan

Purpose: New Business and Economic Development for the Airport

Goal Schedule: FY 2022

Involvement: Airport Management, City Departments and Divisions, including Economic Development and Transportation

Accomplishments: Target future business opportunities based on Business Plan, and development performance indicators



Goal 3 - Comprehensive East-Side Development Plan

Purpose: Future development potential for 122 acre east-side airport parcel

Goal Schedule: FY 2022

Involvement: Airport Management, City Departments and Divisions including Economic Development, Engineering, Transportation, Finance, and Planning

Accomplishments: Holistic plan that includes graphic growth scenarios and alternatives for targeted aviation businesses



Goal 4 - Conduct Organizational Assessment

Purpose: Evaluate the current and future organizational and staffing needs of a growing airport

Goal Schedule: FY 2025

Involvement: Airport Management and City Human Resources Department

Accomplishments: Assess staffing needs and skills for future growth



Goal 5 - Develop Airport Infrastructure Design Standards

Purpose: Provide standards and guidance for consistent visual and structural development

Goal Schedule: FY 2022

Involvement: City of Glendale, various development Departments and Stakeholders

Accomplishments: Consistent standards and guidance for new development



Goal 6 - Plan and Implement Facility Aesthetic Upgrades

Purpose: Standards and guidance for consistent visual development – Airport owned facilities

Goal Schedule: FY 2023

Involvement: City of Glendale, various Departments and Stakeholders

Accomplishments: Consistent standards and guidance for existing development



Conclusion

Glendale Municipal aims to be Arizona's premier general aviation airport.

— Request Concurrence: GEU Strategic Plan 2022 - 2027



Thank You!

