



MASTER PLAN UPDATE

Chapter 1 Goals & Objectives



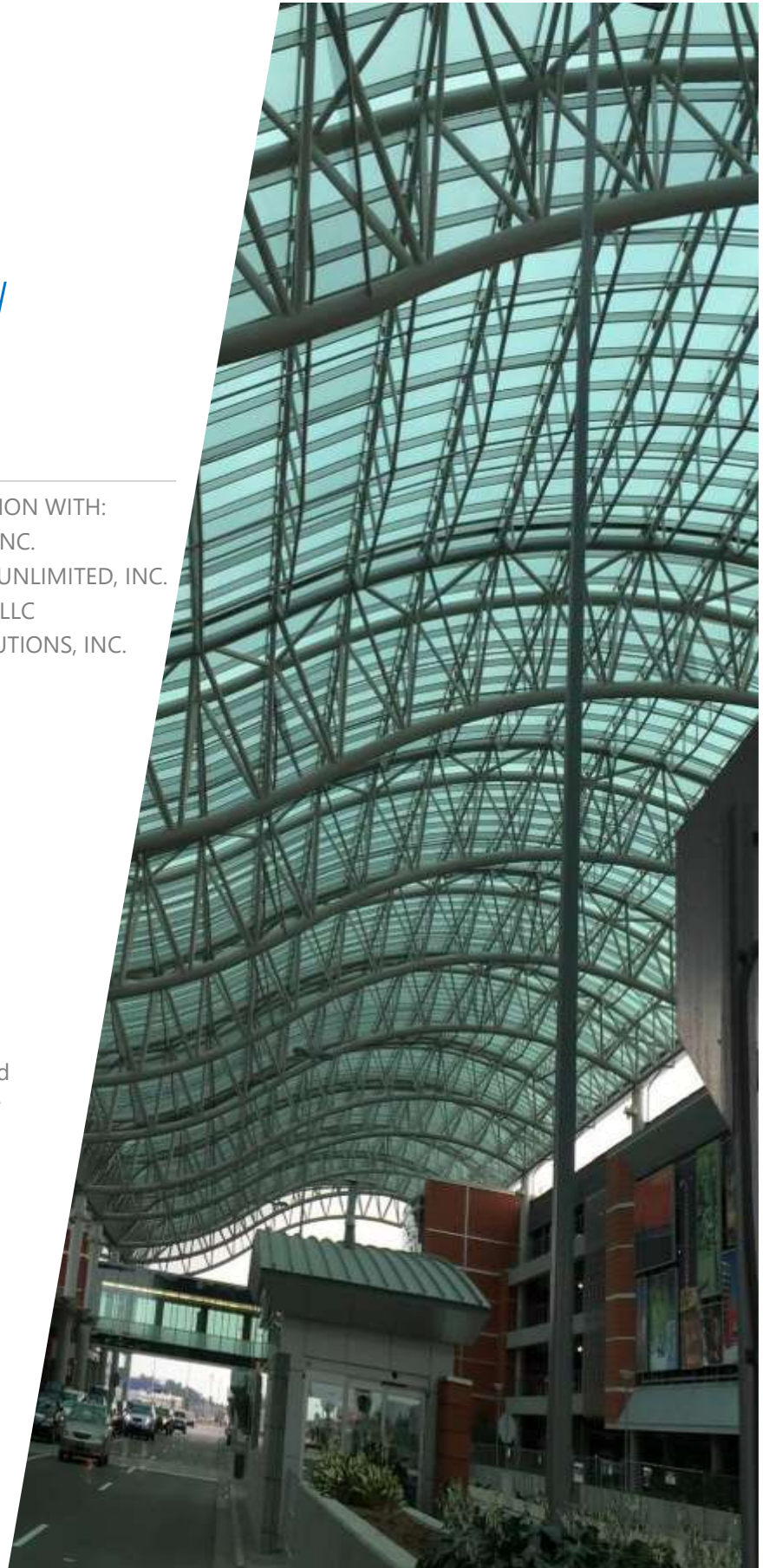
MASTER PLAN UPDATE

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Prepared for the Gerald R. Ford
International Airport Authority

RS&H





PREPARATION

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PREFACE

The Gerald R. Ford International Airport (Airport) Master Plan Update (Update) provides the Gerald R. Ford International Airport Authority (GFIAA) with a strategy to develop the Airport. The intent of the Master Plan Update is to provide guidance that will enable the Authority to strategically position the Airport for the future by maximizing operational efficiency and business effectiveness, as well as maximizing property availability for aeronautical and non-aeronautical development through efficient planning. While long-term development is considered in master planning efforts, the typical planning horizon for the Master Plan Update is 20 years.

The Federal Aviation Administration provides guidance for Master Plan development in FAA Advisory Circular 150 / 5070-6B, Airport Master Plans. Although not required, the Advisory Circular strongly recommends airports prepare a Master Plan. Funding for the Master Plan Update is provided primarily by the Federal Aviation Administration through an Airport Improvement Program grant.

A comprehensive Master Plan Update was last prepared in 2004. This Master Plan Update was initiated in June, 2016 and is anticipated to conclude in 2018. The GFIAA entered into a contract with the firm RS&H to lead this effort. In accordance with FAA requirements, the Master Plan Update includes a public and stakeholder involvement program.

ACRONYMS AND ABBREVIATIONS

AAAC	Airport Airline Affairs Committee
AAC	Aircraft Approach Category
AAD	Annual Average Day
AADT	Annual Average Daily Traffic
AAGR	Average Annual Growth Rate
AC	Advisory Circular
ACHP	Advisory Council on Historic Preservation
ACMI	Aircraft, Crew, Maintenance, and Insurance
ACRP	Airport Cooperative Research Program
ADAPT	Annual Delay and Activity Performance Times
ADF	Aircraft Deicing Fluid
ADG	Airplane Design Group
ADO	Airports District Office-Detroit
AGL	Above Ground Level
AIP	Airport Improvement Program
Airport	Gerald R. Ford International Airport
AIT	Advanced Imaging Technology
ANOVA	Analysis Of Variance
AOA	Air Operations Area
APU	Auxiliary Power Units
ARC	Airport Reference Code
ARFF	Aircraft Rescue and Fire Fighting
ARTCC	Air Route Traffic Control Center
ARTS	Automated Radar Terminal System
ASDA	Accelerate-Stop Distance Available
ASDE	Airport Surface Detection Equipment
ASPM	Aviation System Performance Metrics
ASR	Airport Surveillance Radar
ATADS	Air Traffic Activity Data System
ATC	Air Traffic Control
ATCT	Airport Traffic Control Tower
AZO	Kalamazoo TRACON Facility
BAT	Best Available Technology
BBJ	Boeing Business Jet
BMPs	Best Management Practices
BRL	Building Restriction Line
C90	Chicago TRACON Facility
CAA	Clean Air Act

CAD	Computer-aided Design
CAP	Civil Air Patrol
CAT	Category I, II, or III (used to denote ILS Approach types)
CATS	Compliance Activity Tracking System
CBIS	Checked Baggage Inspection System
CBP	Customs and Border Protection
CBRA	Checked Baggage Resolution Area
CCF	Cascade Community Foundation
CCSF	Certified Cargo Screening Facility
CDS	Consolidated De-Icing Services
CERCLIS	Comprehensive Environmental Response, Compensation, and Liability Information System
CESQG	Conditionally Exempt Small Quantity Generator
CFC	Customer Facility Charge
CFR	Code of Federal Regulations
CIP	Capital Improvement Plan
CO	Carbon Monoxide
COD	Chemical Oxygen Demand
CONRAC	Consolidated Rental Car Facility
CUPPS	Common Use Passenger Processing Systems
CVG	Cincinnati TRACON Facility
DDFS	Design Day Flight Schedule
DH	Decision Height
DHS	Department of Homeland Security
DME	Distance Measuring Equipment
DNL	Day-night Average Sound Level
DO	Dissolved Oxygen
DTW	Detroit Metropolitan International Airport
EAS	Essential Air Service
EDS	Explosive Detection System
EMCS	Emergency Management and Control System
EMS	Emergency Medical Service
EMS	Environmental Management System
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
EQA	Equivalent Aircraft
EST	Eastern Standard Time
ETD	Explosive Trace Detection
FAA	Federal Aviation Administration
FAR	Federal Aviation Regulation
FBO	Fixed Base Operator
FCC	Federal Communications Commission
FedEx	FedEx Corporation
FEMA	Federal Emergency Management Agency

FIRMs	Flood Insurance Rate Maps
FIS	Federal Inspection Station
FL	Flight Level
FMRA	FAA Modernization and Reform Act of 2012
FSDO	Flight Standards District Office (FAA)
FTE	Full-time Equivalent
FTZ	Foreign Trade Zone
FY	Fiscal Year
GA	General Aviation
GDP	Gross Domestic Product
GFIA	Gerald R. Ford International Airport
GFIAA	Gerald R. Ford International Airport Authority
GLD	Glide Slope Indicator
GPS	Global Positioning System
GRE	Ground Run-Up Enclosure
GRP	Gross Regional Product
GRR	Gerald R. Ford International Airport (IATA code)
GSE	Ground Service Equipment
GVMC	Grand Valley Metropolitan Council
HIRL	High Intensity Runway Lighting
HVAC	Heating Ventilation and Air Conditioning
IAF	Instrument Approach Fix
IAP	Instrument Approach Procedure
IATA	International Air Transport Association
IBC	International Building Code
IFR	Instrument Flight Rules
ILS	Instrument Landing System
INM	Integrated Noise Model
INT	Intercept
KCDA	Kent County Department of Aeronautics
KCTC	Kent Career Technical Center
KISD	Kent Intermediate School District
LAN	Lansing TRACON Facility
LCC	Low Cost Carrier
LDA	Landing Distance Available
LED	Light Emitting Diode
LOC	Localizer
LOS	Level of Service
LUST	Leaking Underground Storage Tank
MASP	Michigan Airport System Plan
MBS	Saginaw TRACON Facility
MEDC	Michigan Economic Development Corporation
MPU	Gerald R. Ford International Airport Master Plan Update

MDEQ	Michigan Department of Environmental Quality
MDOT	Michigan Department of Transportation
MEP	Mechanical, Electrical, and Plumbing
MKE	Milwaukee TRACON Facility
MKG	Muskegon TRACON Facility
MS4	Municipal Separate Storm Sewer System
MSA	Metropolitan Statistical Area
MSL	Mean Sea Level
MTOW	Maximum Takeoff Weight
NAAQS	National Ambient Air Quality Standards
NADP	Noise Abatement Departure Profiles
NAS	National Airspace System
NAVAID	Navigational Aid
NCP	Noise Compatibility Program
NDB	Non-directional Beacon
NEMs	Noise Exposure Maps
NEPA	National Environmental Policy Act
NextGen	Next Generation Airspace Technologies and Procedures
NHPA	National Historic Preservation Act
NM	Nautical Mile
NOAA	National Oceanic and Atmospheric Administration
NPDES	National Pollutant Discharge Elimination System
NPIAS	National Plan of Integrated Airport Systems
NPL	National Priorities List
NRHP	National Register of Historic Places
O&D	Origin and Destination
O&M	Operations and Maintenance
OAG	Official Airline Guide
OER	Operating Expense Ratio
OFA	Object Free Area
OFZ	Obstacle Free Zone
ORD	Chicago O'Hare International Airport (IATA code)
OSR	On-Screen Resolution
PAL	Planning Activity Level
PAPI	Precision Approach Path Indicators
PCC	Portland Cement Concrete
PCI	Pavement Condition Index
PCPI	Per Capita Personal Income
PDARS	Performance Data Analysis and Reporting System
PFC	Passenger Facility Charges
PM-10	Particulate Matter with a Diameter of 10 Microns or Less
PM-2.5	Particulate Matter with a Diameter of 2.5 Microns or Less
PMP	Airport Pavement Management Program

QTA	Quick-Turnaround Facility
RDC	Runway Design Code
RNAV	Area Navigation
ROFA	Runway Object Free Area
RON	Remain Overnight
RPZ	Runway Protection Zone
RSA	Runway Safety Area
RTR	Remote Transmitter Receiver
RVR	Runway Visual Range
SCS	Sterile Corridor System
SHPO	State Historic Preservation Office(r)
SIDA	Security Identification Display Area
S-ILS	Straight ILS
SIP	State Implementation Plan
SRM	Safety Risk Management
SSCP	Security Screening Checkpoint
SWPPP	Stormwater Pollution Prevention Plan
TACAN	Tactical Air Navigation
TAF	FAA Terminal Area Forecast
TDG	Taxiway Design Group
TDZ	Touchdown Zone
TDZE	Touchdown Zone Elevation
TERPS	Terminal Instrument Procedures
TODA	Takeoff Distance Available
TORA	Takeoff Run Available
TRACON	Terminal Radar Approach Control
TSA	Transportation Security Administration
TVC	Traverse City TRACON Facility
UHF	Ultra-High Frequency
ULCC	Ultra-Low Cost Carrier
UPS	United Parcel Service
U.S.	United States of America
USDA	United States Department of Agriculture
USDA-WS	United States Department of Agriculture - Wildlife Services
USDOT	United States Department of Transportation
USEPA	United States Environmental Protection Agency
USFWS	United States Fish and Wildlife Service
USPS	United States Postal Service
VASI	Visual Approach Slope Indicator
VFR	Visual Flight Rules
VHF	Very-High Frequency
VIO	Grand Rapids VOR (VICTORY)
VOCs	Volatile Organic Compounds

ACRONYMS AND ABBREVIATIONS

VOR	Very-High Frequency Omnidirectional Range
WAAS	Wide Area Augmentation Systems
WHA	Wildlife Hazard Assessment
WHMP	Wildlife Hazard Management Plan
WMAA	West Michigan Aviation Academy
ZAU	Chicago ARTCC
ZMP	Minneapolis ARTCC
ZOB	Cleveland ARTCC

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CHAPTER 1

GOALS AND OBJECTIVES

1.1 INTRODUCTION

The Gerald R. Ford International Airport (Airport) Master Plan Update (Update) provides the Gerald R. Ford International Airport Authority (GFIAA) with a strategy for the continued development of the Airport. A comprehensive airport master plan update was last prepared in 2004. Airport master plans began appearing in the United States after World War II. The Federal Aviation Administration (FAA) published its first guidance in February, 1971 – *Advisory Circular 150/5070-6, Airport Master Plans*. The most recent update, *150/5070-6B, Change 2*, was issued in June, 2013.

The airport master plan process has evolved over the past 60 years. At the dawn of commercial aviation, the airport master plan process focused solely on the efficiency of airport infrastructure and its ability to accommodate an ever increasing number of airplanes, passengers, and cargo. Today the process is multifaceted and emphasizes advanced safety risk management, fiscal sustainability, environmental awareness, and land management. A key feature of this process is meeting community needs through public and stakeholder engagement. This Master Plan Update reflects these current airport master plan elements and introduces the following Goals to the process.

The purpose of this Chapter is to document key considerations for the Master Plan Update including project goals, issues for consideration or resolution, and project objectives.

1.2 AIRPORT MASTER PLAN UPDATE GOALS

Goals are the primary drivers of the Airport Master Plan Update, consisting of broad foundational statements to be adhered to and considered throughout the master planning process. This pertains to the various master planning analyses, evaluations, discussions, and decisions made throughout the duration of the project. The following goals were identified at the project’s outset and were developed in consideration of feedback from GFIAA staff, tenants, users, and members of the general public and refined as necessary throughout the Master Plan Update process.

Safety/Security	Maintain and enhance a safe and secure operation of the Airport
Efficiency	Maintain and enhance the efficient operation of the Airport
Environmental Awareness	Minimize the impact of airport development through environmental awareness and comply with all local, state, and federal regulations
Fiscal Sustainability	Enhance the long-term fiscal sustainability of the Airport
Land Management	Facilitate long-term airport development through strategic land management planning
Communication	Engage stakeholders through open communication

1.2.1 Safety / Security

Safety and security is a fundamental goal across the United States air transportation system. Airports have a substantial degree of responsibility for providing a safe and secure environment for aircraft operations. From an airport master planning perspective, safety pertains primarily to the airfield. It includes

consideration for enhanced safety, security, and reduced risk in evaluating existing facilities and developing concepts for meeting FAA and Transportation Security Administration (TSA) requirements.

Within the Master Plan Update, airfield facilities that do not meet current FAA design standards will be documented along with the appropriate provisions to meet currently established FAA design standards. In addition, FAA guidelines for the evaluation and potential reduction of risk will also be incorporated into airfield planning elements of the Master Plan Update. The Master Plan Update will also include a Safety Risk Management (SRM) panel to review final Master Plan Update recommendations.

1.2.2 Efficiency

An efficient airport is one operating at an appropriate level of capacity at a calculated, balanced cost. The efficient operation of an airport is perhaps the most elemental goal of the master plan process and has always been the core purpose of any airport master plan. Although other goals are important to consider during the master plan process, no airport master plan can be considered to have value if it does not set forth a means for the airport to accommodate or manage future demand on its infrastructure. In addition, the Master Plan Update must consider enhancements that both maintain and improve the GFIAA's high standard for customer service. A concise plan for the efficient operation of all airport facilities is the most basic purpose of the airport master plan.

1.2.3 Environmental Awareness

The National Environmental Policy Act (NEPA) of 1969 was established "to foster and promote the general welfare, to create and maintain conditions under which man and nature can exist in productive harmony, and fulfill the social, economic, and other requirements of present and future generations of Americans." No federally funded airport project can be implemented without an evaluation of its environmental impacts under NEPA. As such, upon completion of the Master Plan Update, each proposed project will require appropriate review and environmental action prior to construction in compliance with local, state, and federal law. However, early consideration of potential environmental impacts is essential to an effective master plan. An environmental overview and high-level assessment of all NEPA environmental impact categories will be conducted to integrate environmental considerations in the planning process in order to facilitate subsequent environmental efforts.

1.2.4 Fiscal Sustainability

The volatility of national and global economics over the past decades and the unprecedented impacts on commercial aviation have influenced airports and changed attitudes toward airport infrastructure planning and airport management. GFIA's vital role as an economic engine in both West Michigan and the state of Michigan transportation system, combined with economic uncertainty, has reasserted the need for a Master Plan Update focused on studying business effectiveness, fiscal sustainability, and identification of a phased development plan.

1.2.5 Land Management

As West Michigan's population and economy grow, more people and businesses will depend on the Airport for air transportation. This Master Plan Update provides the GFIAA with an effective plan for managing land as an asset. The strategic management of airport land will allow the Airport to coexist within a vibrant West

Michigan region that places tremendous value on economic development within the region. The Master Plan Update provides GFIAA with a clear vision for the Airport's long-term development of aeronautical and non-aeronautical lands to inform near-term land management decisions.

1.2.6 Communication

A key goal of the Master Plan Update process is communication. A Public Involvement Program will seek collaboration with stakeholders, including GFIAA staff, tenants, users, community officials, West Michigan businesses, surrounding residents, and members of the general public. Outreach to a broader and more diverse segment of stakeholders will be used to address issues that would otherwise remain unresolved. The ultimate purpose of improved communication, however, is demonstrating GFIAA's dedication to collaborate with, and seek input from stakeholders.

1.3 STAKEHOLDER PARTICIPATION

Stakeholder participation is the process used to collect, understand, and incorporate meaningful stakeholder input so that project decisions reflect both technical requirements and public concerns. Stakeholders include GFIAA staff, the Master Plan Update team, airport tenants and users, community officials and planners, West Michigan businesses, surrounding residents, and members of the general public. It includes groups or individuals with an investment in the Master Plan Update process or who may be affected by the process.

The following list provides examples of identified stakeholder issues for the Master Plan Update. These are categorized by the previously identified goals. The recommended Master Plan Update for airside development and the Airport Layout Plan (ALP) shall:

- » Give consideration to the selection of general and specific areas for a new FAA Airport Traffic Control Tower (ATCT) and the opportunity to consolidate a number of FAA offices into one facility. Preliminary analysis shall include visibility performance requirements including unobstructed view, object determination, and Line of Sight (LOS)
- » Give consideration to the establishment of possible total build-out of air cargo and foreign trade zone areas on the east side of the Airport
- » Give consideration to compliance with the September 27, 2012 Interim Runway Protection Zone (RPZ) Land Use Policy requirements for both existing and future RPZs
- » Give consideration to accommodating future airport vehicular access and parking needs. Analysis shall include passenger parking, employee parking, curb frontage/commercial lanes, rental car storage areas, a potential Quick-Turnaround (QTA) facility, gas station, tenant parking, options for an alternative access road from the north off Patterson Avenue, and pedestrian access to Patterson Avenue. Also included in the analysis will be potential security screening and vehicle inspection facilities
- » Give consideration for a possible future loading dock facility in conjunction with necessary additional terminal and concourse expansions or modifications to accommodate forecasts. The expansion shall accommodate necessary baggage claim areas, baggage makeup areas,

airline/airfreight, baggage screening, ticket counters, airline ticket offices, restrooms, and other terminal amenities

- » Give consideration to additional terminal and concourse apron expansion for circulation and ground equipment storage. Space projections shall be made for terminal and concourse development based upon forecasting. Several alternatives shall be evaluated including the expansion of the terminal/concourse apron facilities west of the existing terminal building, removal and replacement of existing buildings to provide expansion opportunities to the west
- » Consider the removal and/or installation of new structures and associated utilities relevant to proposed plan development
- » Evaluate the need for new General Aviation (GA), Fixed Based Operator (FBO), and corporate hangar locations (number, minimum land requirements, apron locations, hangar sizes, access roads, taxiways, etc.). A clear definition of each general aviation parcel and the types of development on each will be provided
- » Address, and plan for, the potential to have 100 percent employee screening into the Security Identification Display Area (SIDA)
- » Give consideration for necessary fuel farm upgrades, necessary utility improvements, and removal of wildlife habitat areas
- » Give consideration for the expansion of the Field Maintenance (FM) facilities and replacement of existing maintenance storage facilities
- » Identify specific land for aeronautical and non-aeronautical purposes with the Master Plan Update and on the ALP
- » Provide sufficient evaluation to determine the long-term need (post 20-year planning period) for a third air carrier runway, confirm its existing proposed location and orientation, length, strength, instrumentation, etc. The current, approved ALP depicts a capacity parallel air carrier east-west runway, to be located north of the existing Runway 8L/26R
- » Include evaluation of runway/taxiway configuration geometry improvements to make the existing airfield more efficient and address changing FAA standards. The analysis will also include an evaluation of electronic, visual, and meteorological facilities for improved approach capabilities including an upgrade to CAT II approaches
- » Give consideration for the possible expansion of the West Michigan Aviation Academy including infrastructure to handle existing and future vehicle and pedestrian traffic to landside and airside facilities

1.4 MASTER PLAN UPDATE OBJECTIVES

Objectives are measurable criteria by which the Airport Master Plan Update's success in achieving the project's Goals can be measured. Objectives generally correspond to the previously identified issues and are categorized by the six Master Plan Update Goals.

Objectives were developed in consideration of feedback from GFIAA staff, tenants, users, and members of the general public and refined as necessary throughout the Master Plan Update process. The Objectives

were used to develop performance measures against which the Master Plan Update alternatives for future development were evaluated. Overall, the Objectives helped the Master Plan Update team stay on a set planning course.

The Master Plan Update Objectives are presented below, categorized by Master Plan Update Goals.

1.4.1 Safety / Security

MAINTAIN OR ENHANCE THE SAFE AND SECURE OPERATION OF THE AIRPORT

Safety and security should underlie all activities on and around the Airport. Therefore, maintaining and enhancing the safe and secure operations of the Airport were integrated into Master Plan Update tasks. Safety and Security is a Goal under which the following Objectives pertain:

- » Plan airfield facilities that meet or exceed established design and operational standards and best practices pertaining to airfield safety and security
- » Ensure compliant and safe and secure access to the Air Operations Area (AOA) for ground handlers and other airline support operations
- » Integrate findings from the Wildlife Hazard Assessment (WHA)
- » Ensure existing runway and taxiway safety areas and RPZs are clear and unobstructed
- » Plan airport facilities that meet TSA standards for security

1.4.2 Efficiency

MAINTAIN OR ENHANCE THE EFFICIENT OPERATION OF THE AIRPORT

The Master Plan Update will reflect the Airport's role as an air transportation facility serving Grand Rapids and the West Michigan area. Efforts will be taken to maintain or enhance the efficient operation of the Airport. Efficiency is a Goal under which the following Objectives pertain:

- » Plan airfield and airport facilities that accommodate aircraft operational demand and aircraft fleet mix within and beyond the planning horizon
- » Plan airport facilities that accommodate passenger demand within and beyond the planning horizon
- » Consider the impact of Next Generation Airspace Technologies and Procedures (NextGen) navigational aids and other navigation technological innovations to operational capacity and the efficient flow of aircraft traffic
- » Enhance vehicular traffic circulation in the passenger terminal, rental car, and air carrier freight and cargo areas
- » Provide adequate commercial vehicle staging areas and improve commercial vehicle access to the Airport
- » Provide a second alternative access road north of Oostema Boulevard

- » Provide a location for the secure and efficient storage of Ground Service Equipment (GSE)

1.4.3 Environmental Awareness

MINIMIZE THE IMPACT OF AIRPORT DEVELOPMENT THROUGH ENVIRONMENTAL AWARENESS

Environmental Awareness is a Goal which the following Objective pertain:

- » Coordinate airport development in compliance with all local, state, and federal environmental agencies, such as the Airport's United States Environmental Protection Agency (EPA) / Michigan Department of Environmental Quality (MDEQ) National Pollutant Discharge Elimination System (NPDES) and Municipal Separate Storm Sewer System (MS4) permits
- » To the extent practical, minimize airport-related vehicular traffic impacts on airport roadways and on roadways surrounding the Airport

1.4.4 Fiscal Sustainability

ENHANCE THE LONG-TERM FISCAL SUSTAINABILITY OF THE AIRPORT

The GFIA Goals and Objectives are reflective of the Airport's fiscal policy and mission for long-term fiscal sustainability. A financial analysis will be conducted focusing on prioritizing airport projects and programs, phasing, and allocating adequate financial resources to ensure required improvements could be implemented when needed and costs are justified. Fiscal sustainability is a Goal under which the following Objectives pertain:

- » Maximize the business effectiveness of the Airport
- » Consider the Airport's role as an economic asset and its ability to promote economic growth within the Grand Rapids and the West Michigan area, the state, and globally
- » Encourage the use of existing assets and possible reuse of assets prior to investing in new or replacement infrastructure
- » Consider land as an asset and promote development of both aeronautical and non-aeronautical airport properties in support of the Airport's fiscal sustainability goals

1.4.5 Land Management

FACILITATE LONG-TERM AIRPORT DEVELOPMENT THROUGH STRATEGIC LAND MANAGEMENT PLANNING

Strategic land management planning efforts will be undertaken during the Master Plan Update process. This will require completing an inventory and assessment of all properties at the Airport. Land management is a Goal under which the following Objectives pertain:

- » Prepare a long-range airport development vision for GFIA for both aeronautical and non-aeronautical land use

- » Promote the highest and best use of airport property to best serve GFIA and complement surrounding development and facilitate business growth in the community
- » Consider land use compatibility and development recommendations proposed in local land use and other development plans

1.4.6 Communication

ENGAGE STAKEHOLDERS THROUGH OPEN COMMUNICATION

The Airport is recognized as a community asset. The Master Plan Update will reflect its role as a transportation infrastructure lifeline. Within this Master Plan Update, a Public Involvement Program will be developed that outlines the dialogue between the Airport and stakeholders and will create opportunities for public input throughout the Master Plan Update process. Communication is a Goal under which the following Objectives pertain:

- » Provide for open two-way communication throughout the duration of the Master Plan Update
- » Foster a transparent working relationship between the GFIAA and its stakeholders
- » Encourage public participation from stakeholders that may impact or be impacted by the Airport
- » Respond to stakeholder comments
- » Provide education about the relationship between the FAA and the GFIAA in ensuring the Airport's continued safe, secure, and efficient operation
- » Create mutual understanding and buy-in between GFIAA and its stakeholders