



**REPLACEMENT AIRPORT PROGRAM | SUN VALLEY**

FRIEDMAN MEMORIAL AIRPORT  
**THE COMMUNITY'S VISION**  
RECOMMENDED VISION STATEMENT AND GOALS

Prepared For:  
**Friedman Memorial Airport Authority**  
**City of Hailey, Idaho**

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# REPLACEMENT AIRPORT PROGRAM | SUN VALLEY

## THE COMMUNITY'S VISION:

### RECOMMENDED VISION STATEMENT AND GOALS

#### EXECUTIVE SUMMARY:

The relationship between an airport and its surrounding community goes beyond a support service role. While airports are a critical component of the international transportation network, they can be representative of a region's integration of economic, environmental and cultural development. Commonly referred to as the first and last impression of a community for the traveling public, the "front door" is an opening into what values are considered important or valid.

The Friedman Memorial Airport Authority (FMAA) has discussed replacing the Sun Valley Region's existing airport for several decades. Several previous airport studies have determined that because there is no long-term solution to the deficiencies of the existing site, a replacement airport will be necessary for continued air service to the Sun Valley region. Over the past three years, the Federal Aviation Administration (FAA) has been conducting an independent review of the potential sites as part of a process defined in the National Environmental Policy Act (NEPA). To comply with NEPA, the FAA is preparing an Environmental Impact Statement (EIS) which will identify a preferred site.

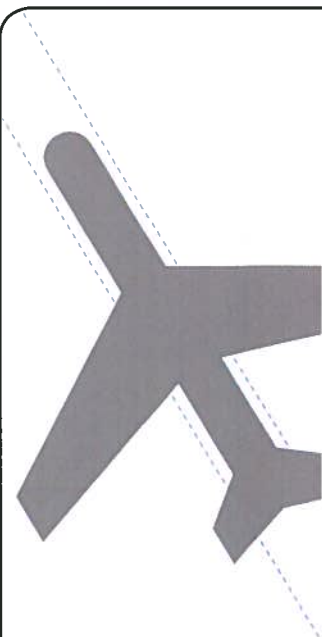
The FMAA commissioned this effort because they understand the importance of engaging in a transparent process reflecting the community's voice/interests. The report's goal was to detail the findings of multiple group public workshops and individual stakeholder meetings. Four workshops were conducted with the following subject areas: visioning, sustainability and general aviation. These workshops and meetings commenced in December 2010 and concluded in April 2011.

The public outreach process elicited a range of responses that represent the needs, desires and viewpoints of the community with relation to the replacement airport. Over the course of the process, participant responses revealed a number of common themes that are important to the community as a whole. The community clearly desires an airport that markets its strengths; educates its visitors; and makes an authentic, positive statement about the region and its people. The community also clearly feels a need for an airport that provides the highest possible level of customer service, comfort and reliability for both its commercial and general aviation users. The process also affirmed the community's commitment to sustainable practices. These results provide a starting point for developing a replacement airport that is environmentally, economically, and socially sustainable.

In order to achieve the community's expressed thoughts and goals, it will be imperative that full community participation continue throughout the process of creating a replacement airport. Stakeholders need to be invested. Community responses reconfirmed that an airport is not just a physical entity, but the sum total of the complete experience of using the airport. The lasting impression derived from the experience is assigned to the region and bears influence on repeat usage. If these thoughts underlie the planning and design process, then a landmark airport has the potential to emerge which serves and mirrors the surrounding community.

#### WORKSHOPS:

- » **Community Visioning I**  
- December 8, 2010
- » **Sustainability Worksho**  
- February 2, 2011
- » **Community Visioning II**  
- April 6, 2011
- » **General Aviation**  
- April 7, 2011



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## : INTRODUCTION ►

This document captures the process and the results from efforts that established a vision for a new airport to replace the Friedman Memorial Airport.

The Friedman Memorial Airport Authority has discussed replacing the Sun Valley region's existing airport for several decades. A replacement airport facility would improve airport operations and viability in three primary ways. First, a replacement airport would conform to FAA airport design standards, criteria and orders not met by the existing airport site. Second, a replacement airport would improve reliability by allowing operations during periods of reduced visibility. Third, a replacement airport would provide the ability to accommodate future growth in operational demand and demand for new and expanded facilities. Several previous airport studies have determined that there is no long-term solution to the deficiencies of the existing site, and concluded that a replacement airport will be necessary for continued air service to the Sun Valley region.

A site selection study completed in 2006 evaluated 16 potential sites for a replacement airport. It involved 25 stakeholder groups ranging from local and state officials to business and community leaders. This study resulted in the FMAA Board's selection of a preferred site south of State Highway 20 and east of U.S. Highway 75 in southern Blaine County, commonly known as Site 10A. Upon the conclusion of the 2006 study, the Federal Aviation Administration (FAA) began the Environmental Impact Statement (EIS) process for a replacement airport required under the NEPA. The EIS will determine the feasibility and environmental impacts associated with a replacement airport at Site 10A and another nearby candidate site, Site 12. The EIS will also assess the ramifications of retaining the existing airport site, known under NEPA as the "No-Action" alternative. A draft EIS is currently scheduled for publication sometime in the fall of 2011.

The replacement airport will be an essential regional facility that is publicly owned, operated, and funded. Various groups and individuals within the community have specific ideas about how the replacement airport program should proceed. The Friedman Memorial Airport Authority (FMAA) has determined that it is beneficial to implement a process that provides open public forums and invites citizen input on the upcoming planning and design process. In keeping with this determination, FMAA has initiated a broad-based, inclusive process to achieve consensus on implementation of the community's vision for the replacement airport.

For the purpose of this project, visioning is defined as "a mental process in which images of the desired future (goals, objectives, outcomes) are made intensely real and compelling to act as motivators for the present action." The purpose of the community visioning process is to explore and document community goals and objectives for the replacement airport. The visioning process is designed to inform, involve and empower the public in shaping the ultimate form of the replacement airport. The intended outcomes of the visioning process are overarching statements and goals for guiding development, design, construction and operation of the replacement airport.

Four public workshops were held as part of the community visioning process. These included two general community visioning workshops; one was held in December 2010 in Hailey and one was held in April 2011 in Ketchum. A workshop devoted to potential sustainability initiatives was held in February 2011 at the Sun Valley Resort. A workshop devoted to general aviation issues was held in April 2011 at Atlantic Aviation on the existing airport grounds. Meeting notes from the public workshops are contained in Appendices A, B, C, and D.

In addition to the public workshops, a series of meetings were held with various stakeholder groups and individuals within the community. The stakeholder groups and individuals included local government officials, regional employers, business and community leaders, Native American tribes and other groups with an interest in the process. The goal of the workshops and stakeholder meetings was to shape and document the visioning and sustainability goals of the stakeholders individually and the community collectively.

This report combines and documents the input received through the community visioning process. The report provides a structure for the community's vision that addresses the major topic areas related to the replacement airport.

## : RECOMMENDED VISION STATEMENT AND GOALS ►

The visioning process documented a wide range of community ideas and opinions about the replacement airport. Based on the input received throughout the process, the following includes the vision statements and goals for the replacement airport. The vision statements and goals represent the shared vision of the community as a whole and should be used to develop specific design principles and objectives for the replacement airport.

### ➔ VISION STATEMENTS

**The replacement airport will:**

- Provide high-quality, five-star service;**
- Be reliable, accessible and convenient;**
- Be efficient, functional and attractive;**
- Be environmentally, economically and socially sustainable.**

### ➔ GOALS

- » Design a unique gateway and showcase for the Sun Valley Region. The community's ideas for design elements and themes are discussed in the **Regional Gateway Vision**.
- » Integrate airport goals and objectives with regional marketing and branding efforts. The community's ideas for integrating replacement airport marketing with overall community efforts are discussed in the **Community Marketing Vision**.
- » Provide a comfortable, functional, and attractive commercial passenger experience. The community's ideas for providing a first-class commercial passenger experience are discussed in the **Commercial Passenger Vision**.
- » Balance general aviation operator needs with commercial airline needs. The community's ideas for satisfying the needs of private/corporate airplane operators are discussed in the **General Aviation Vision**.
- » Create an intermodal hub for the Sun Valley region. The community's ideas for integrating the airport with a robust ground transportation system are discussed in the **Ground Transportation Vision**.
- » Offer necessary support services in the replacement airport's vicinity. The community's ideas for supporting the replacement airport with necessary ancillary services are discussed in the **Support Services Vision**.
- » Pursue an on going program that supports environmental, economic, and social sustainability. The community's ideas for potential sustainability initiatives are discussed in the **Sustainability Vision**.



## : REGIONAL GATEWAY VISION ►

**RECOMMENDED GOAL:** Design a unique gateway and showcase for the Sun Valley Region.

Two of the major discussion topics at the community visioning workshops were the experience that people will have when arriving at the replacement airport and the story that the airport will tell about the region it serves. The replacement airport will provide an important first impression for recreational and business travelers and will welcome local residents returning home. As a result, the design of the replacement airport should integrate the replacement airport experience with a story about the Wood River/Sun Valley Region.

Workshop attendees agreed that the replacement airport should be a unique gateway to the community and region. The design concept should grow out of the Sun Valley Region's distinctive characteristics and not rely on stock "cookie-cutter" designs. The replacement airport should be a showcase for all that the area offers to its visitors and represents to its residents.

A number of potential design elements and themes were suggested and discussed at the public workshops. While many of the elements and themes may be blended into an overall airport design concept, there are some that may be mutually exclusive. One workshop attendee suggested that several overarching design concepts be developed and presented for public comment.

The suggested design elements and themes covered a wide spectrum of cultural and aesthetic qualities specific to the Sun Valley Region. Upon review of workshop and stakeholder input, the suggested design elements and themes fell into one of the following four categories:

- » The Natural Environment
- » The Social, Economic and Cultural Landscapes of Blaine County
- » The Front Door for the Sun Valley Resort
- » Last Impressions of Sun Valley

### THE NATURAL ENVIRONMENT

The general community feeling is that the Sun Valley Region's greatest resource is the beauty and grandeur of its natural landscape. The region is known for its clean air, precious water, open space, ruggedness, glaciers, night skies, quietness and seasonal differences. These are clearly qualities that are treasured by local residents and visitors alike. Workshop attendees suggested that the design themes and passenger experience at the replacement airport should mentally and emotionally connect airport users to the unique natural environment they can experience throughout the region.

The existing airport site presents a dramatic panorama of the mountain environment to the arriving passenger and pilot. A common concern among many in the community is that this arrival experience will not be replicated at either of the proposed replacement airport sites because they are outside the Sawtooth Mountain Valley. The proposed replacement airport sites are in environments that are very different from the mountains that characterize Sun Valley. In contrast, these environments have an arid climate with wide-open spaces, shrub and brush vegetation and rock outcroppings.



## : REGIONAL GATEWAY VISION CONTINUED ►

**RECOMMENDED GOAL:** Design a unique gateway and showcase for the Sun Valley Region.

### THE NATURAL ENVIRONMENT CONTINUED:

Although the replacement airport will also serve travelers visiting other areas, it is expected that most travelers will head towards the mountains in the north. As a result, many workshop attendees suggested that the design elements of the replacement airport provide a smooth, positive transition from the desert environment to the mountain environment. These design elements would encompass both interior terminal spaces and exterior architectural features. The design elements should introduce the visitor to the mountain scene and its predominant architectural forms. Each workshop and the related mailers itemized the three site options: Existing Airport, 10A, and 12.

Some workshop attendees suggested that the new “arrival” to the mountain scene for travelers arriving at the replacement airport would be the top of the Timmerman Hills. State Highway 75 crosses a small pass in the Timmerman Hills approximately seven miles north of Site 10A, one mile south of the intersection of State Highway 75 and US Highway 20. When driving north over the Timmerman Hills, passengers are presented with an expansive view of the verdant Wood River Valley floor, with the Sawtooth Mountains visible in the distance. These attendees suggested that the view from this pass should be emphasized and exploited to create anticipation and excitement for those traveling north.

Other workshop attendees and stakeholders suggested that while it is important for the design concept to provide a smooth, positive transition to the mountain environment, it should not come at the expense of aesthetic opportunities presented by the desert environment. One workshop attendee said that many visitors from urban areas find the desert beautiful and other-worldly. Another said that the desert has the most beautiful night skies in the region, and that this should be considered in the design process. Some stakeholders also feel that wide open spaces surrounding the proposed replacement airport sites are irreplaceable and should be preserved. The proximity of and connection to Craters of the Moon National Monument and Preserve should also be considered in the design concept.

Suggested design features related to the natural environment included large glass panels and windows in the terminal building. The use of glass would emphasize connection to the natural environment and minimize the impact of artificial light.

Overall, the public comments suggest that the design concept should seize opportunities to emphasize the contrasts and provide a smooth transition between the desert and mountain environments while preserving the untouched feel of the desert. The varied geology, geography, climate and ecosystems of the Sun Valley Region should be part of a natural environment design theme.

### THE SOCIAL, ECONOMIC AND CULTURAL LANDSCAPES OF THE SUN VALLEY REGION

Many people in the community feel that the replacement airport presents new opportunities for educating visitors about the diversity and history of the region’s people and places. The design concept should provide a sense of place grounded in the past, present and future of the region. Many workshop attendees felt that the region’s social, economic and cultural landscape should be broadly defined, reaching from the Stanley Basin in the north, to Sun Valley, to Silver Creek, to the Shoshone-Bannock Reservation and beyond.

The design concept should consider the unique human resources and lifestyles that are part of the Sun Valley cultural experience. One workshop attendee suggested that visitors should be struck by images of the different tourist activities that are possible in the region, including fishing, hunting, biking, skiing and golfing. Others felt that regional economic activities other than tourism should also be considered including agriculture, mining and entrepreneurship.

## : REGIONAL GATEWAY VISION CONTINUED ▶

**RECOMMENDED GOAL:** Design a unique gateway and showcase for the Sun Valley region.

### THE SOCIAL, ECONOMIC AND CULTURAL LANDSCAPES OF THE SUN VALLEY REGION CONT:

Some stakeholders suggested that the design concept include deference and respect for earlier Sun Valley cultures. The proposed replacement airport sites were previously inhabited by Native American people, -predominantly by ancestors of the Shoshone-Bannock Tribes. The high desert, camas prairie environments were used as hunting and gathering grounds prior to contact with Euro-American peoples. The Tribes feel that this aboriginal landscape should be recognized, preserved and enhanced. Workshop attendees suggested that the design concept incorporate some Native American elements. Some stakeholders suggested that a tribal cultural center near the airport would provide educational opportunities about the past, present and future of Native American communities in Idaho, and would help eliminate Native American stereotypes. There was a general consensus in the community that further outreach to and cultural exchange with the Native American community will be needed to ensure that Native American design elements are authentic.

### THE FRONT DOOR FOR SUN VALLEY RESORT

There is a general sense among many in the community that the replacement airport's primary purpose will be to provide a seamless experience for Sun Valley Resort visitors. To provide this seamless experience, the replacement airport will need to be the "front door" or "porte cochere" for the Sun Valley Resort and incorporate a similar design theme as buildings in the Resort area. This design theme was described variously by workshop attendees as a timber mountain theme, a ranch house theme, or a mountain lodge theme.

Workshop attendees suggested that the design concept retain the welcoming cultural elegance, understatement, and comfort of the Sun Valley Resort. Many workshop attendees and stakeholders suggested that this can be achieved through use of similar materials and design elements as newer Sun Valley Resort buildings, such as the Sun Valley golf course clubhouse. These materials and elements include use of certain colors, rooflines, windows, murals and light fixtures. Others suggested that the design concept tell the story of the Sun Valley Resort's history.

As the front door to the resort, the design concept should engender feelings of warmth and intimacy, and should be complemented by resort guest services conveniently located in the passenger terminal building. Sun Valley Resort's guest services are discussed in further detail under the Commercial Passenger Vision.

### LAST IMPRESSIONS OF SUN VALLEY

While most discussion of design elements and themes revolved around visitors' first impressions of the Sun Valley Region, a few workshop attendees and stakeholders emphasized that last impressions for departing visitors are just as important. One stakeholder suggested that visitors should be happy when they arrive and happy when they depart. Another workshop attendee suggested that passenger should be left with happy feelings. Yet another workshop attendee said the last impression of the Sun Valley region should say "thank you for coming, and please visit us again."

Last impressions of the region have a big impact on whether visitors choose to return in the future. An attractive ground entrance to the replacement airport would be one way to make a positive statement about the region. Other design elements and themes should be explored for encouraging positive last impressions of the Sun Valley Region.



## : COMMUNITY MARKETING VISION ►

**RECOMMENDED GOAL:** Integrate airport goals and objectives with regional marketing and branding efforts.

Several workshop attendees suggested that replacement airport goals and objectives should incorporate elements of marketing strategies for the overall Sun Valley region and “tie in” with marketing efforts of other entities. One attendee also suggested that the goals and objectives for the replacement airport should incorporate Blaine County goals. There is a general sense that the replacement airport presents a major branding opportunity for the Sun Valley Region that will demand coordinated community marketing and branding endeavors.

As many stakeholders said, the replacement airport will drive the regional economy and must succeed. The relative isolation of the Sun Valley region from other urbanized areas demands reliable air transportation. According to one stakeholder, there are three main user groups that use the existing airport and will likely use the replacement airports. Approximately one-third of airport users are resort visitors or other tourists, one-third of airport users are business travelers, and one-third of airport users are local residents or second homeowners. Replacement airport goals and objectives should consider the needs and experiences of all three user groups. It should also take into consideration the efforts of other entities to appeal to the user groups.

### RESORT VISITORS AND OTHER TOURISTS

Several attendees suggested that the replacement airport emphasize Sun Valley as one of the most unique four-season resort destinations in the world. One attendee stressed the importance of high-quality, five-star customer service for tourists arriving both via commercial airline and private air transport. This attendee suggested that the replacement airport website should allow visitors to easily make all the arrangements they need for their stay in the Sun Valley region. Several attendees suggested that streamlined Sun Valley Resort guest services should be provided in the passenger terminal (discussed further under the Commercial Passenger Vision). Another attendee said the airport’s marketing efforts to tourists should focus on the replacement airport’s improved reliability, service and safety.

At the first community visioning workshop held in December 2010, several potential tourism-related slogans were suggested for the replacement airport. These slogans included:

- » Four-Season, Five-Star Service
- » Meet Me in Sun Valley
- » A World of Outdoor Experience
- » From Sea Level to Ski Level
- » Where the Rich and Famous Come to Visit

According to several workshop attendees, tourists’ first impressions of the Sun Valley Region are driven largely by the people who greet them when they arrive. One workshop attendee suggested that airport staff and guest services personnel who facilitate passenger movement continue maintaining a friendly attitude towards visitors that is firmly established and continuously displayed. As one airport staff member mentioned, team unity and effort among air traffic control tower, fixed base operator, commercial airline, and airport staff is necessary to create a five-star culture that integrates with the five-star culture at the Sun Valley Resort.



## : COMMUNITY MARKETING VISION CONTINUED ►

**RECOMMENDED GOAL:** Integrate airport goals and objectives with regional marketing and branding efforts.

### **BUSINESS TRAVELERS**

Several business stakeholders said that the replacement airport must provide services for local businesses with global needs. Recent efforts have been made by community leaders to diversify, grow and strengthen Sun Valley's regional economy. Replacement airport goals and objectives should solicit input from and respond to the needs of both local businesses and those who come to the Sun Valley region for business purposes.

One stakeholder suggested that the community as a whole should consider the replacement airport as a potential business attractor. This stakeholder suggested that reliable air service catering to business user needs will provide more job opportunities for local residents, and increase the community's ability to retain and attract younger residents. However, business stakeholders have several concerns about air service at the existing airport. The replacement airport should consider the following business concerns expressed by the stakeholders in their goals and objectives:

- » The unreliability of air service at the existing airport affects productivity, because employees must build in an extra day and a half contingency for delays and cancellations.
- » Lack of reliability at the existing airport makes businesses reluctant to hold events in the Sun Valley region, such as company retreats, sales events and trade shows. Although businesses may wish to hold such events in the region, they are forced to hold them elsewhere to ensure that attendees can arrive on time and within budget. These are lost opportunities for local businesses, the community and the regional economy.
- » Airfares at the replacement airport need to be competitive with airfares at Twin Falls, Boise and Salt Lake City. Many business travelers drive to these airports solely because of lower fares.
- » The replacement airport needs to provide service to more non-stop destinations. Desired non-stop destinations included Los Angeles, Denver, Seattle, San Francisco and Phoenix.
- » There need to be more air service options at the replacement airport, including multiple air carriers and a wider range of aircraft types.

One workshop attendee suggested that the location of proposed airport sites will attract business users from outside the Sun Valley region who would otherwise use the airports in Twin Falls and Boise. According to this attendee, the replacement airport, and the community as a whole, should consider what this means to the local economy and how to respond.

### **LOCAL RESIDENTS AND SECOND HOMEOWNERS**

One local resident said that the financial health of the Sun Valley Resort affects the economic health of the community. This stakeholder also said that the Resort brings quality of life to local residents. Several other stakeholders echoed these sentiments. However, there were other stakeholders who thought that the marketing efforts of the existing airport focus too much on tourists at the expense of other user groups. These stakeholders suggested that the replacement airport should attempt to bring a balanced approach to marketing efforts that recognizes the diversity of the Sun Valley regional community.

One stakeholder said that although it is vitally important to the economy for tourists to have easy access to the region, there is also a general sense in the community that Sun Valley has a "diamond in the rough" quality that local residents would like to preserve. Another stakeholder said that Sun Valley is more intimate than other mountain resort destinations like Aspen or Jackson Hole, and that prestigious travelers and second homeowners choose to come to the region as a result. The replacement airport should consider these views in its goals and objectives.

## : COMMERCIAL PASSENGER VISION ►

**RECOMMENDED GOAL:** Provide a comfortable, functional, and attractive commercial passenger experience.

Among the various functional elements at an airport, the passenger terminal area has perhaps the greatest impact on the general public's airport experience. This section summarizes key points related to the community's vision for the commercial passenger experience at the replacement airport.

### PASSENGER COMFORTS AND AMENITIES

The community generally feels that there should be plenty of comforts and amenities in the passenger holding and waiting areas to provide options for people waiting in the terminal area. Several workshop attendees and stakeholders felt there should be restaurants and bars in both secured and non-secured areas so both passengers and non-passengers would have dining options. One workshop attendee said there should also be healthy food options. Others suggested that various business traveler amenities be provided, including Wi-Fi internet access, enhanced cellular connectivity, laptop desks and electronic device recharging stations. One workshop attendee suggested that free luggage carts be provided in the baggage claim area.

To provide an efficient "front door" to the Sun Valley Resort, the community generally felt that there should be convenient resort guest services provided in the passenger terminal. Suggested amenities included a private lounge reserved for resort guests; a check-in area where resort guests can retrieve their room keys and get resort information; and a "hands-off" concierge baggage service that shuttles the belongings of arriving and departing guests. Several workshop attendees suggested that the replacement airport embark on a new dynamic approach to guest services by reaching out to other local service providers, such as recreational outfitters, and invite them to be part of the planning process.

### FUNCTIONAL CONSIDERATIONS

Several workshop attendees emphasized that the layout of replacement airport facilities should be as efficient as possible. For example, one attendee suggested that departing and arriving passengers should not have to carry their luggage very far to get to their vehicles. An extended discussion was held at one of the workshops on the quality and clarity of interior and exterior wayfinding signage. This will be critical for both passengers on foot inside the terminal, and airport users in the cars driving around and near the airport grounds. One attendee suggested that the airport provide easy-to-read terminal maps and regional maps. These maps could be provided in a brochure format at informational kiosks.

One workshop attendee suggested that the design elements of all airport buildings should be complementary with each other, as well as with the airfield and surrounding environment. This attendee suggested that sight lines be considered when siting and designing specific airport facilities. For example, the commercial passenger should not visually connect with utilitarian facilities such as general aviation hangars and air cargo areas. The attendee suggested that these facilities be concealed with landscaping, grading, or other design elements. Another workshop attendee said the design should take into account different ground transportation user groups, and should make it as easy as possible for these different user groups to coexist. For example, mass transit buses, cargo trucks and personal vehicles should not have to compete for space on airport access roads.



## : COMMERCIAL PASSENGER VISION CONTINUED ►

**RECOMMENDED GOAL:** Provide a comfortable, functional, and attractive commercial passenger experience.

### FUNCTIONAL CONSIDERATIONS CONTINUED:

One workshop attendee said the replacement airport should be designed to allow for future expansion. Designing with space for future airport expansion will allow for future increases in aircraft size and passenger enplanements to be accommodated.

### PUBLIC ART

During the public workshops and stakeholder meetings, there were several discussions concerning public art inside and outside the terminal. Possibilities discussed included permanent murals, rotating exhibits, indoor and outdoor sculptures, and interpretive/interactive spaces and exhibits. One workshop attendee discussed considering pure art versus regional art. This attendee suggested taking into account the sophisticated audience that the Sun Valley Region attracts and the response these users might have to different types of art exhibits.

Another attendee thought that public art should be subtle, and should reflect the region, its history, and its vision for the future. One stakeholder suggested that the design team consider the local arts scene – including the summer symphony, concerts, art galleries, art fairs and theatres – and incorporate local art luminaries in terminal art planning.

One workshop attendee suggested that revenue-generating art exhibits in the passenger terminal could be a source of funding for permanent art exhibits and other terminal amenities. Another attendee said that there is a possibility of procuring financial assistance from the State of Idaho through public art set-aside funds.

## : GENERAL AVIATION VISION ►

**RECOMMENDED GOAL:** Balance general aviation operator needs with commercial airline needs.

The majority of aviation activity at the existing airport is general aviation (GA) activity. GA aircraft operations are defined as all civil aircraft operations other than scheduled commercial service and non-scheduled commercial service for hire. A wide variety of GA aircraft types are utilized at the existing airport on a regular basis, from small single-engine piston aircraft such as the Cessna 172 Skyhawk to large business jet aircraft such as the Gulfstream G5. A wide variety of based and transient GA user groups operate at the existing airport including small businesses, large corporations, fractional aircraft ownership companies, charter operators, flight training businesses, government agencies, medical evacuation teams and recreational pilots.

Many workshop attendees and stakeholders feel that the location and quality of facilities at the existing airport provide a high-quality user experience that makes the airport very attractive to based and transient GA users. Some stakeholders emphasized that GA operations at the existing airport have a significant impact on the Sun Valley regional economy. According to one stakeholder, business jet activity in particular is “a huge economic driver with big margins.” For example, most attendees to the annual Allen & Company Sun Valley Conference, an annual July meeting of business and political leaders from around the world, typically arrive via business jet. However, non-business jet GA users also drive regional economic activity, and their needs should be satisfied as well. All GA operators desire an exceptional operating environment for their aircraft, pilots, and passengers. It was suggested that some may not use the replacement airport if such an environment is not provided. A high-quality GA user experience will be needed at the replacement airport in order for it to be successful.

At the first community visioning workshop held in December 2010, several GA operators expressed the view that commercial operators and passengers were being privileged in the replacement airport planning process, at the expense of GA users. These attendees expressed a general sense that there has not been adequate communication with or involvement of GA operators in the process. Several workshop attendees said that the replacement airport must provide a high-quality GA user experience that is equivalent to, or perhaps better than, that for commercial passengers. Although many of these attendees recognized the importance of commercial operations, they suggested that a strategy be developed to balance GA needs with commercial needs. It became clear from these discussions that the replacement airport transition and design process must reach out to the GA community, including aircraft owners, pilots and passengers.

In an effort to inform, involve and empower the GA community, a separate GA workshop was held in April 2011, at the Atlantic Aviation fixed base operation (FBO) on the existing airport grounds. Extensive outreach was conducted prior to the workshop in an effort to involve the widest possible spectrum of GA users. Meeting notes from the GA workshop are contained in Appendix D. The following sections summarize the GA-related topics discussed at both the community visioning workshops and the separate GA workshop.



## : GENERAL AVIATION VISION CONTINUED ►

**RECOMMENDED GOAL:** Balance general aviation operator needs with commercial airline needs.

### FIRST-CLASS FBO

The existing 9,800 square foot Atlantic Aviation FBO at the existing airport is a unique and treasured facility for the local and transient GA community. Many GA operators at the workshops referred to the FBO as a “first-class” facility, and one workshop attendee described the FBO as a “slice of heaven” to GA operators. These workshop attendees suggested that the GA experience at this facility must be recreated at the replacement airport. Atlantic Aviation caters to the full spectrum of GA pilots, from small recreational users to large business jet users. Atlantic Aviation currently offers the following facilities and services:

- » Pilot Lounge
- » Passenger Lounge
- » Large-screen TV
- » Crew Cars
- » Rental Cars
- » Wireless Internet
- » Flight Planning
- » Hotel/Limousine Arrangements
- » Coffee/Ice/Newspapers
- » Aircraft Lavatory Service
- » Quick Turns
- » Heated Hangars
- » Aircraft De-icing
- » Conference Room
- » Snooze Room

The FBO manager indicates that the additional space available at the proposed replacement airport sites should allow for a larger facility with room for the new, larger Gulfstream G650 large cabin jet. Multiple GA users said that the FBO at the replacement airport needs to be near the T-hangars and other based user areas for ease of movement and access.

### GA OPERATOR COMFORTS AND AMENITIES

An important segment of the existing airport’s GA users consists of high-end clientele with unique service needs not normally found at airports its size. The service needs of this population include private personal security equipment, procedures, methods and staff; private baggage service; luxury car taxi/limousine service; and Jet A fueling capabilities. The FBO at the replacement airport needs to incorporate these luxury services to retain this crucial segment of its user base.

From an aircraft maintenance standpoint, the FBO at the replacement airport needs to be able to provide full-service maintenance capabilities for all GA aircraft types. According to workshop attendees, the replacement airport will need a self-fueling station for small aircraft and the FBO will need to be able to perform required annual certification checks for all GA aircraft.

## : GENERAL AVIATION VISION CONTINUED ►

**RECOMMENDED GOAL:** Balance general aviation operator needs with commercial airline needs.

### GA OPERATOR COMFORTS AND AMENITIES CONTINUED:

According to one workshop attendee, local GA operators will generally want an inexpensive hangar, will want to be independent of transient users, and will want to come and go as they please. Another attendee suggested that the replacement airport should have a local pilot clubhouse that would be a comfortable place to have coffee and socialize. Another attendee suggested that transient small GA operators – such as flight training students, clinic and fly-in attendees, and backcountry pilots and tourists – will want to have restaurants and hotels located in close proximity to the replacement airport.

One GA operator also mentioned that many GA pilots in the Sun Valley region particularly like to use Nampa Municipal Airport (MAN) in Nampa, Idaho, because of its GA focus and amenities. This operator suggested that the replacement airport should emulate the GA operating environment and available amenities at MAN to retain its user base.

### HANGAR TENANT TRANSITION

The GA workshop included a detailed discussion of the transition of existing hangars and based aircraft to the replacement airport. A potential “bridge lease” concept was presented and discussed that would allow tenants to amend their existing hangar leases to make a smooth transition to the replacement airport.

All of the hangar tenants said they needed additional information in order to make an informed decision about whether or how to relocate their aircraft and hangar facilities to the replacement airport. Attendees said there is information they will need before they can make a decision such as land lease rates, hangar rental rates and hangar construction/relocation options. One hangar tenant said that the based users need multiple options to choose from. For example, tenants should be offered both hangar lease and ownership options. Another tenant said that the bridge lease needs to specify the future airport layout, including planned locations for T-hangars and box hangars; proximity of the hangars to the taxiway and runway ends; minimum standards, rules and regulations for the new operating environment; and proposed amenities such as restrooms, snow removal services and electrical systems.

One workshop attendee suggested the Airport should consider competition with lower land and hangar rents at other airports. Another attendee said that higher hangar rents and fuel rates at the replacement airport must be balanced with better GA amenities than other nearby airports. Shade-ports and tie-downs were also discussed briefly. However, it is unclear how feasible these options will be for based aircraft given seasonal weather differences at the proposed replacement airport sites.

### COMPARISON AIRPORTS

Two workshop attendees suggested comparison airports with similar mixes of GA and commercial activity to the existing airport as case studies in how to do accomplish a high-quality GA user experience. Suggested comparison airports included Las Vegas/McCarran International Airport (LAS), Monterey Peninsula Airport (MRJ), John Wayne-Orange County Airport (SNA) and Aspen-Pitkin County Airport (ASE). Available information on GA facilities at these airports was reviewed after the workshops to identify unique layout features and facility types.

- » **Operational Separation** - All four comparison airports provide significant physical and operational separation between commercial and GA landside areas. In some cases, the comparison airports have layouts with the majority of GA landside facilities on the opposite side of the runway(s) from commercial landside facilities. The functionally separated GA and commercial landside areas also allow for a runway and taxiway design with separate GA and commercial aircraft taxiing routes.

## : GENERAL AVIATION VISION CONTINUED ►

**RECOMMENDED GOAL:** Balance general aviation operator needs with commercial airline needs.

### COMPARISON AIRPORTS CONTINUED:

- » **Dedicated GA Runway** - LAS, MRY, and SNA all have more than one runway to increase operational capacity and/or crosswind coverage. The smaller runways are generally located and designed to accommodate GA users as efficiently as possible.
- » **Aircraft Servicing** - The existing airport is a service level 4 airport with major airframe and major powerplant repair services available on-site. LAS, MRY, and SNA are also service level 4 airports, but these three airports also have multiple FBOs to serve specific GA user groups more effectively.
- » **US Customs** - Of the comparison airports, only LAS provides Customs service for international arrivals. LAS is a "landing rights airport", which means that international flights must notify the airport prior to arrival. Customs service allows a larger GA user base to access the airport on a non-stop basis.

### OTHER GA CONSIDERATIONS

Various other GA-related topics came up over the course of the public workshops.

- » **Backcountry Flights** - The flight school training manager said that, unlike the existing airport, the proposed replacement airport sites are outside of a one-hour radius for scenic flights to the backcountry. This might lead to fly-in/fly-out trips for fly fishing and other activities becoming more expensive and, therefore, less frequent. In addition, 99% of flight training students want to fly north over the mountains, but this would require longer flight times from both proposed replacement airport sites.
- » **Aging GA Community** - A GA workshop attendee asked the replacement airport to take into consideration that the based aircraft pilot population is aging and, as a result, many hangar tenants may not be able or willing to make the investment in replacement hangar facilities.
- » **Crosswind Capability for Smaller Aircraft** - A GA workshop attendee asked whether a crosswind runway will be required at the replacement airport due to prevailing winds and the prevalence of small aircraft operations. This question should be answered, in part, by weather studies conducted for the Federal Environmental Impact Statement.
- » **Visibility and Approach Procedure Minimums** - Many GA workshop attendees expressed the sentiment that fog and other low visibility conditions are common at the proposed replacement airport site, and that Category I approach procedure minimums may not be sufficient to provide better reliability than the existing airport site. This question should be answered, in part, by weather studies conducted for the Federal Environmental Impact Statement.
- » **Needs of Hard-to-Reach GA Users** - The community visioning process primarily involved smaller based users and service providers. However, it is clear that additional work is needed document and include the needs of hard-to-reach, high-end GA users, including fractional aircraft ownership companies such as NetJets, transient business jet operators and current and future large conventional hangar owners.



## : GROUND TRANSPORTATION VISION ►

**RECOMMENDED GOAL:** Create an intermodal hub for the Sun Valley region.

There is a growing trend in the airport industry, and in the transportation industry as a whole, towards planning and designing airport facilities for more efficient and sustainable integration of other high-speed ground transportation modes such as automobiles, buses, light rail, and high-speed rail. According to this trend in transportation planning, an airport should function as an “intermodal hub” for the region it serves. This topic came up numerous times during discussions at the public workshops and during stakeholder meetings. There is a general sense in the community that the replacement airport should play a larger role than the existing airport currently does in the coordination and diversification of the overall transportation infrastructure and systems in the Sun Valley region.

### AUTOMOBILE TRANSPORTATION AND PARKING

The majority of passengers use automobiles to access the existing airport site. Because the proposed replacement airport sites are further removed from urbanized areas in the Sun Valley region, this trend will probably continue. Automobile options for accessing the existing airport include personal vehicles, rental cars, taxi and limousine service, and Sun Valley Resort concierge vans. This section discusses community ideas for transitioning these automobile options to the replacement airport.

- » **Personal Vehicles** - Most ground vehicle trips to airports are conducted via personal vehicles. As a result, a large footprint is required for personal vehicle parking at airports. According to one stakeholder, the airport needs lower parking fees to compete with the airport in Twin Falls, which does not charge fees for parking. This stakeholder also expressed a need for free parking for people dropping off passengers. One workshop attendee suggested that the replacement airport should also have concierge or valet parking services. Another stakeholder expressed concern that the Sun Valley Auto Club, a luxury vehicle storage facility located adjacent to the existing airport, may not be able to make the transition to serving the replacement airport successfully. One workshop attendee suggested that automobile parking condominiums should be provided at the replacement airport.
- » **Rental Cars** - FMA currently has rental car operators with both on-site and off-site locations. Based on discussions with stakeholders, there will likely continue to be a market at the replacement airport for both on-site and off-site rental car services. Many passengers prefer having rental cars as close as possible to the airport so they can easily carry their luggage and do not have to take a bus. However, there is also a more budget-conscious passenger segment that does not mind taking a bus to their rental car in exchange for lower rental car rates.
- » **Taxi and Limousine Service** - According to some workshop attendees and other stakeholders, there are limited options for utilizing taxi service at the existing airport. One stakeholder suggested that the existing taxi service options needs to be improved. This stakeholder said that the taxi service rate structure should charge by distance or have a flat fee, and should not charge by the number of passengers as it currently does. One workshop attendee suggested that relocating the airport to a site further removed from urbanized areas is likely to lead to an increased demand for taxi services that will need to be considered in the design process.
- » **Sun Valley Resort Concierge Vans** - Concierge van service should be integrated with the on-site Sun Valley Resort guest services vision discussed in previous sections.



## : GROUND TRANSPORTATION VISION CONTINUED ►

**RECOMMENDED GOAL:** Create an intermodal hub for the Sun Valley region.

### PUBLIC TRANSPORTATION

Mountain Rides Transportation Authority provides a range of public transportation services to communities throughout Blaine County. Services include free in-town bus service in Ketchum and Sun Valley; commuter bus service within the Wood River Valley and between Twin Falls and Blaine County; ride matching services; a safe-routes-to-school program; and a special needs on-demand response program. Mountain Rides operates under a Joint Powers Agreement that includes the cities of Bellevue, Hailey, Ketchum and Sun Valley as well as Blaine County. With the guidance and support of Mountain Rides, public transportation ridership has been growing in the Sun Valley region over the past decade.

Mountain Rides does not currently serve the existing airport directly, although one of its routes does physically touch airport property. The authority is currently studying the possibility of purchasing land in Bellevue that would accommodate park and ride, equipment maintenance, and workforce car rental facilities. According to its director, this investment would extend their reach further to the south. As a result, Mountain Rides would be well-positioned to serve a replacement airport, particularly at Site 10A.

Several workshop attendees said that high-quality, efficient and convenient public transportation service should be provided to the replacement airport. Although a light rail system connecting the replacement airport and Sun Valley was suggested by some attendees, discussions with community transportation leaders indicate that right-of-way and infrastructure costs are likely to be too expensive. Mountain Rides suggested a bus rapid transit (BRT) route to the replacement airport along State Highway 75, with high-speed, dedicated right-of-way on the shoulders of the highway. The director of Mountain Rides referred to BRT as “bus with a rail feel”. Several workshop attendees suggested that the BRT service could act as a “rolling cocktail lounge” for arriving tourists, and one stakeholder suggested that the BRT could harken back to the days of Union Pacific passenger railroad service from Southern California to Sun Valley.

Many workshop attendees and stakeholders said that most people will be unlikely to use bus service at the replacement airport unless it is reliable and has frequent schedules. To this end, Mountain Rides is planning for future bus service to include cellular modems on their buses with global positioning system capability. This technology will allow for a centralized real-time route mapping system that can transmit and display bus arrival status updates at bus stops and depots throughout the service territory. Cellular modems on buses may also allow passengers to have Wi-Fi connectivity on their personal electronic devices.

One workshop attendee said that cellular telephone service needs to be improved in the corridor between the City of Bellevue and the proposed replacement airport sites. Workspaces for business travelers on buses were suggested as a way to attract this airport user segment.

Workshop attendees suggested that bus passenger waiting shelters at the replacement airport should be close to the terminal building and designed with comfortable amenities for passengers. Kiosks and signage in the passenger waiting areas should provide information about bus routes and stops. Bus stops should be strategically located along the route to the replacement airport, with adequate pull-out space so cars do not have to stop behind the buses.

Mountain Rides suggested that opportunities may exist for potential joint partnerships with both Sun Valley Resort and the FAA to streamline and improve public transportation service to the replacement airport.

## : GROUND TRANSPORTATION VISION CONTINUED ►

**RECOMMENDED GOAL:** Create an intermodal hub for the Sun Valley region.

### ADDITIONAL GROUND TRANSPORTATION INFRASTRUCTURE

One stakeholder expressed concern that the ground transportation infrastructure currently serving in the Sun Valley Region is not adequate for accommodating the increase in visitors that is likely to result from airlines using larger aircraft at the replacement airport. Several workshop attendees and stakeholders expressed a concern with State Highway 75 in particular. There is a general sense in the community that SH-75 will need to be widened and improved to accommodate traffic associated with the replacement airport. Several stakeholders mentioned that the 25 mile per hour speed limit on SH-75 in Bellevue is so low that visitors will regard the community poorly as a result.

One stakeholder suggested that the replacement airport could also serve as a depot for high speed rail service between Idaho Falls and Boise, or between Twin Falls and the Sun Valley region. This stakeholder felt that long-term integration of high speed rail should be considered to maximize the potential of the replacement airport intermodal hub concept.

## : SUPPORT SERVICES VISION ►

**RECOMMENDED GOAL:** Offer necessary support services in the replacement airport's vicinity.

The replacement airport will be located approximately 15 miles from established urbanized areas in the Sun Valley Region. Proximity to services such as restaurants, hotels, and gas stations is critical for both casual and business air travelers. Many workshop attendees and stakeholders expressed concern that there are currently no commercial areas in the vicinity of either of the proposed replacement airport sites. Based on workshop and stakeholder input, basic commercial support services will need to be provided near the replacement airport.

### SUPPORT SERVICES IN THE AIRPORT VICINITY

One workshop attendee said that hotels and restaurants will be needed near the airport, especially for airline staff, private charters and GA pilots. This attendee said that this is particularly the case for GA fly-in events because GA operators do not like to rent cars and drive long distances from the airport. Another attendee suggested that if a hotel is provided near the replacement airport, it should be associated with the Sun Valley Resort. This would enhance community marketing and branding, and further streamline resort guest services.

One workshop attendee said that a gas station will be required near the replacement airport, particularly for passengers to fill up their rental cars prior to returning them. One stakeholder suggested that the airport's location far from existing urbanized areas will require a unique airport emergency response plan for police and fire protection, as well as medical response.

### LAND USE PLANNING IN THE AIRPORT VICINITY

There is a general sense in the community that Blaine County needs to provide zoning and development support for commercial services near the replacement airport. One workshop attendee suggested that development guidelines be provided for the types and designs of land uses that will be allowed on and around the airport. The Blaine County comprehensive plan does not provide for commercial uses outside the incorporated limits of any City. As a result, changes in the County comprehensive plan will be required if commercial uses are to be allowed near the airport.

Although they recognized the need for support services near the replacement airport, there were several stakeholders who had concerns about urban sprawl and new bedroom communities that might result from the replacement airport's location. These stakeholders suggested that accessory land uses be limited to those that are required to directly support the replacement airport.

There was some discussion at the workshops concerning the proximity of Site 10A to the Blaine County/Lincoln County line. Many attendees suggested that if commercial support services are not provided in Blaine County, Lincoln County will be poised to satisfy the need for these services. Some suggested that this would represent a loss for Blaine County. One workshop attendee suggested that Blaine County consider entering into a development agreement with Lincoln County to ensure that commercial areas are developed in a coordinated manner.



## : SUSTAINABILITY VISION ►

**RECOMMENDED GOAL:** Pursue an on going program that supports environmental, economic and social sustainability initiatives for the replacement airport.

The Sun Valley Region has a growing enthusiasm for and commitment to sustainability practices. The community would like to be a leader in sustainability practices before they become a government mandate. Sustainability practices allow a community to meet the needs of the present without compromising the needs of future generations. Based on input from the workshops and stakeholder meetings, it is clear that the replacement airport should reflect the community's sense that sustainable and sensitive development, design, construction and operations is important. The replacement airport is a golden opportunity for the community to demonstrate its commitment to sustainable practices.

A public workshop dedicated to sustainability issues was held in February 2011 at the Sun Valley Resort. This workshop was well-attended and the audience was very engaged in discussions of potential replacement airport sustainability practices. Meeting notes from the sustainability workshop are contained in Appendix C. The following sections describe general categories of potential sustainability initiatives discussed at the February workshop and at individual stakeholder meetings. This is not meant to be a comprehensive list of possible sustainability initiatives, but rather it is a first step in developing a robust sustainability program for the replacement airport. Additional sustainability practices and initiatives are described in the Airports Sustainability Manual available on the internet at [www.airportsgoinggreen.org/SAM](http://www.airportsgoinggreen.org/SAM) and on the Sustainable Aviation Guidance Alliance (SAGA) website at [www.airportsustainability.org](http://www.airportsustainability.org).

The following categories of sustainability initiatives discussed at the workshop are presented in the following sections:

- » Energy Performance and Carbon Footprint Management
- » Renewable Energy Sources
- » Sustainable Building Design
- » Green Building Certification
- » Sustainable Airfield Systems
- » Utilization of Local Trades and Indigenous Materials
- » Solid Waste Planning
- » Multi-Modal Ground Transportation
- » Alternative Energy Sources for Ground Vehicles
- » Financial and Economic Viability
- » Healthy Workplace and Passenger Environment
- » Respect for the Environment Surrounding the Replacement Airport
- » Recognition of All Members of the Sun Valley Community
- » Enhancement of the Sun Valley Region's Sense of Place
- » Active Encouragement of Community and Stakeholder Collaboration
- » Community Education and Demonstration



## : SUSTAINABILITY VISION CONTINUED ►

**RECOMMENDED GOAL:** Pursue an on going program that supports environmental, economic and social sustainability initiatives for the replacement airport.

### ENERGY PERFORMANCE AND CARBON FOOTPRINT MANAGEMENT

Workshop attendees would like to see the replacement airport manage its overall energy performance and reduce its carbon footprint to the lowest possible level. In order to set energy and emissions management goals, an energy usage and carbon footprint baseline will need to be established. Thereafter, an energy usage tracking program will need to be instituted to monitor energy usage associated with various airport systems. This will allow calculation and tracking of overall airport emissions, and will inform strategies for reducing energy usage and emissions. Emissions that could be tracked as part of an energy performance and carbon footprint management program include those generated by the following sources:

- » Electricity and natural gas usage for facilities such as the passenger terminal building, FBO building, tenant buildings, parking lot lighting and airfield lighting;
- » Electricity production by on-airport power plants or stand-by generators;
- » Commercial and GA aircraft engines;
- » Airport- and airline-owned ground support vehicles and equipment; and
- » Private passenger vehicles, taxis, limousines, concierge vans and cargo trucks.

### RENEWABLE ENERGY SOURCES

Workshop attendees had several questions and suggestions about replacing as much conventional fossil fuel energy usage as possible with energy from renewable sources. Renewable energy sources discussed at the workshop included solar, geothermal, wind and biomass. Renewable energy sources can be used to stabilize and reduce peak electricity loads at the replacement airport. Over time, this would reduce the environmental and economic impact of purchased conventional electricity. One attendee suggested that the necessary on-site infrastructure for a range of renewable energy sources be put in place prior to opening the airport for maximum cost savings. The airport's renewable energy initiatives should draw on local experience with renewable energy projects such as the Blaine County School District's geothermal projects and US Department of Energy (DOE) grant application experiences. One workshop attendee suggested that there are opportunities for electricity generation by burning biomass such as local trees recently killed by invasive species.

### SUSTAINABLE BUILDING DESIGN

There was a lot of interest at the sustainability workshop with regard to sustainable building design. There were several "green" building design strategies discussed at the workshop that could reduce dependence on fossil fuels while also lowering fixed operational costs at the replacement airport. For example, investments in above-code, energy-efficient building systems could eliminate energy waste. The cost of these systems can be recouped very quickly due to their lower energy costs, particularly for high energy-consuming systems such as mechanical, electrical, HVAC, and lighting systems. Solar energy can also be harnessed by designing buildings with south-facing, energy efficient windows and other "passive solar" design features. Passive ventilation technologies and techniques could also be integrated into building design to replace energy-consuming mechanical ventilation systems during certain seasons of the year. Building systems could be "designed for disassembly" so that individual components of buildings could be recovered, repaired and reused when they are replaced. These and other sustainable building design strategies, when combined with a dynamic renewable energy portfolio, may allow certain airport buildings to achieve targets near zero net energy consumption and/or zero carbon emissions.

## : SUSTAINABILITY VISION CONTINUED ▶

**RECOMMENDED GOAL:** Pursue an on going program that supports environmental, economic and social sustainability initiatives for the replacement airport.

### GREEN BUILDING CERTIFICATION

One workshop attendee suggested that the replacement airport pursue green building certification for some or all of the new airport facilities. Implementing the sustainable building design solutions described previously may make some airport buildings eligible for certification by green building organizations. Leading green building certification programs include Leadership in Energy and Environmental Design (LEED) and The Living Building Challenge. LEED is a voluntary, internationally-recognized green building certification system that "provides a framework for identifying and implementing practical and measurable green building design, construction, operations, and maintenance solutions." LEED measures building performance in five key areas: sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality. Several levels of LEED certification are available, including LEED-certified, Silver, Gold and Platinum. However, the documentation costs associated with LEED certification can be expensive and many airport buildings, such as hangars, are not conducive to LEED certification. The Living Building Challenge is a similar certification system comprised of seven performance areas including site, water, energy, health, materials, equity and beauty.

More information on LEED is available at the US Green building Council website: [www.usgbc.org](http://www.usgbc.org).

More information on the Living Building Challenge is available at the International Living Building Institute website: [www.ilbi.org](http://www.ilbi.org).

### SUSTAINABLE AIRFIELD SYSTEMS

There were several airfield systems discussed at the sustainability workshop that could reduce the replacement airport's overall energy consumption and carbon footprint. One attendee suggested that the airport might use sustainably-manufactured concrete for its airfield pavements. Sustainable concrete is manufactured by companies that meet aggressive, voluntary benchmarks for carbon dioxide emissions, energy efficiency, kiln dust disposal, occupational safety and health and other sustainability metrics. Geothermal snowmelt systems for airfield pavements were also discussed. A geothermal snowmelt system may reduce snowplow fuel consumption and emissions, although there are significant trade-offs that would need to be considered, particularly the high cost of such a system. Another sustainable airfield system discussed at the workshop was a light-emitting diode (LED) lighting system. LED lamps have longer service lives and higher energy efficiency than traditional lighting systems. LED lighting systems are currently being developed and tested by the FAA for airfield use.

### UTILIZATION OF LOCAL TRADES AND INDIGENOUS MATERIALS

One stakeholder was concerned that the design and construction of the replacement airport might have minimal involvement from local businesses. This stakeholder asked that the design process provide outreach to and involvement of businesses in the Sun Valley Region. Local trades and indigenous materials should be integrated in the design, construction and operation of the replacement airport to the maximum extent feasible. Indigenous materials are those that are extracted, harvested, recovered or manufactured in the Sun Valley Region. Use of local trades and indigenous materials will support the local economy and reduce environmental impacts associated with long-distance transportation of people and goods.

## : SUSTAINABILITY VISION CONTINUED ►

**RECOMMENDED GOAL:** Pursue an on going program that supports environmental, economic and social sustainability initiatives for the replacement airport.

### **SOLID WASTE PLANNING**

Workshop attendees suggested recycling as much demolition, construction, and operational waste as possible. Although the existing airport will need to remain open until the replacement airport opens, there may be opportunities to reuse aggregates from the demolition of the existing airport, including sand, gravel, crushed concrete and recycled asphalt. Attendees would also like to see the replacement airport develop an operational solid waste plan. The solid waste program should reduce waste generated by airport tenants and passengers and facilitate reduction of waste hauled to and disposed of in landfills. A solid waste program will have various economic and environmental benefits. Recyclable airport waste will include aluminum, glass, paper products, wood products, food and other organic waste, gasoline and motor oil, batteries, light bulbs, tires, electronic devices and aircraft deicing fluids.

### **MULTI-MODAL GROUND TRANSPORTATION**

Workshop attendees would like to see multiple ground transportation options at the replacement airport to replace as many single-occupant automobile trips as possible. Alternate transportation modes reduce air pollution and land development impacts associated with conventional automobile trips. Alternative transportation modes discussed at the workshop included mass transit and employee vanpools. Additional discussion of this topic can be found under the Ground Transportation Vision.

### **ALTERNATIVE ENERGY SOURCES FOR GROUND VEHICLES**

Mountain Rides Transportation Authority is planning for the integration of clean diesel technology into its ground transportation fleet. According to Mountain Rides, clean diesel is currently more financially feasible than other, cleaner alternative energy options like compressed natural gas or hybrid engines because it has fewer associated new fuel infrastructure and technology needs. However, one stakeholder suggested that some potential may exist for a partnership between the replacement airport and Mountain Rides to provide fuel infrastructure for compressed natural gas or hybrid technologies. Specialized tugs and other ground service equipment at the airport could also use these technologies. Workshop attendees also suggested that the replacement airport should plan for electric vehicle battery charging stations in automobile parking areas.

### **FINANCIAL AND ECONOMIC VIABILITY**

Several stakeholders and workshop attendees felt that the community should receive a reasonable return on the considerable public financial investment associated with the replacement airport. In particular, there is a sense in the community that the uncertainty associated with continued airline service to the replacement airport should be resolved through coordination with and commitments from commercial airlines. Some stakeholders suggested that the replacement airport should be self-sufficient and that costly public and private subsidies of airport operations and airline service should be avoided or reduced as much as possible. However, other stakeholders emphasized that there are direct and indirect financial benefits to the community from both the existing and replacement airport. These stakeholders feel that the direct and indirect economic benefits of the replacement airport should also be considered in discussions of its financial viability. Direct and indirect economic benefits associated with both the operation of the existing airport and the construction of the replacement airport have been calculated in the past. These should continue to be assessed on a recurring basis.



## : SUSTAINABILITY VISION CONTINUED ►

**RECOMMENDED GOAL:** Pursue an on going program that supports environmental, economic and social sustainability initiatives for the replacement airport.

### **HEALTHY WORKPLACE AND PASSENGER ENVIRONMENT**

There was some discussion at the workshop about providing a healthy workplace and passenger environment at the replacement airport. A healthy workplace provides equal employment opportunities and a living wage for its staff. Healthy building initiatives, such as indoor air and water quality initiatives, would have a positive impact on both airport employees and passengers. One workshop attendee suggested that healthy food and exercise options should be provided at the replacement airport as well.

### **RESPECT FOR THE ENVIRONMENT SURROUNDING THE REPLACEMENT AIRPORT**

Several stakeholders felt that development, design, construction and operation of the replacement airport should respect and be sensitive to the site's natural environment. One stakeholder said that the proposed replacement airport sites are in pristine areas and suggested that as much open space as possible should be retained at the chosen site. This stakeholder also suggested that operation of the replacement airport should protect Craters of the Moon National Monument and Preserve by reducing or eliminating aircraft overflights. Several stakeholders suggested that plant and animal populations and habitats on and around the replacement airport should be recognized, protected and enhanced. Several stakeholders also suggested that towns and populations neighboring the proposed replacement airport sites should be respected and engaged.

### **RECOGNITION OF ALL MEMBERS IN THE SUN VALLEY COMMUNITY**

Several attendees and stakeholders generally feel that the replacement airport should recognize and respect all segments of the community. One stakeholder suggested that in order for the replacement airport to be socially sustainable, it should recognize its responsibility to protect vulnerable populations and respect the social diversity of the community. This stakeholder suggested, for example, that the replacement airport should provide resources for English as second language communities. Many in the community also recognize the importance of the Native American experience, and suggested that continued outreach and collaboration with Native American communities will be necessary for a socially sustainable replacement airport.

### **ENHANCEMENT OF THE SUN VALLEY REGION'S SENSE OF PLACE**

Several stakeholders emphasized that the airport should complement, maintain and enhance a "sense of place" for the Sun Valley Region. This will allow the replacement airport to reflect the values and cultures of the Sun Valley community as a whole. Additional discussion of this topic can be found under the Regional Gateway Vision.

### **ACTIVE ENCOURAGEMENT OF COMMUNITY AND STAKEHOLDER COLLABORATION**

The community visioning process should be a first step in continued outreach efforts that involve, engage and empower the community as part of the recommended sustainability program. Several workshop attendees and stakeholders expressed appreciation for their involvement in the visioning process. Continued community and stakeholder outreach that emphasizes social interaction, collaboration and consensus-building will allow the replacement airport to pursue sustainability initiatives that are community-based and uniquely appropriate to the Sun Valley Region.

### **COMMUNITY EDUCATION**

One workshop attendee said that, as sustainability initiatives are implemented, community demonstration events and educational opportunities should be planned to make clear the benefits of sustainability practices. This will foster community awareness of the replacement airport's sustainability efforts, improve public support for its initiatives and present opportunities for crossover initiatives with other entities within the Sun Valley Region. From a passenger perspective, the airport could enhance community marketing and branding efforts by providing educational materials to passengers and visitors in the passenger holding, ticketing and parking areas. Kiosks and informational displays can also inform the public and generate interest in airport sustainability initiatives.

## : AFTERWORD ►

The visioning process was designed and implemented by the Replacement Airport Program consultant team with support from Airport staff, the FMAA Board and the community as a whole. The following consultants played roles in helping the community formulate its vision for the replacement airport:

- » Mead & Hunt, Inc. led the community visioning process for the replacement airport. Mead & Hunt coordinated and facilitated all of the public workshops and stakeholder meetings held throughout the process. Mead & Hunt documented community input received at the workshops and stakeholder meetings with meeting notes and digital video, and used the documentation as a foundation for the community's replacement airport vision contained in this report.
- » Aviation, Inc., participated in all of the public workshops and provided support on technical and engineering questions related to the replacement airport. At the general aviation workshop, Aviation presented information on site conditions and preliminary layout concepts at the proposed replacement airport sites. Aviation also coordinated with other aspects of the overall Replacement Airport Program.
- » Ruscitto/Latham/Blanton Architectura, P.A., (RLB) participated in all of the public workshops. At the sustainability workshop, RLB presented information and provided technical support on sustainable building codes and other local sustainability efforts. At all of the workshops, RLB provided documentation support. As a locally-owned architecture firm, RLB assisted with local communications and stakeholder outreach, and provided substantial insight into the community's needs and desires.
- » POWER Engineers participated in two of the public workshops. POWER provided local knowledge and engineering expertise regarding offsite electrical and other utilities that could service proposed replacement airport sites 12 and 10A. The project area's transmission system was identified and mapped in cooperation with Idaho Power and presented at the sustainability workshops. POWER also provided discussion on the types of renewable that would be feasible to provide on-site power such as solar, wind and geothermal.
- » RMJ & Associates, LLC, (RMJ) participated in two of the public workshops. At the general aviation workshop, RMJ presented information that pilots and tenants had previously requested through previous work done by RMJ under separate scope. The primary purpose of the presentation was to provide the pilots and tenants with information, so that they could make an objective decision on whether or not to commit to relocating to the replacement airport.
- » Hart Howerton participated in the two community visioning workshops and provided event planning and facilitation support.





Replacement Airport Program | Sun Valley

Community Visioning Report

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**Appendix A / Community Visioning Workshop #1**

Notes, Photos, and Mailer

December 8, 2010



Replacement Airport Program | Sun Valley

## Community Visioning Workshop #1 Notes & Photos

**Date:** December 8, 2010

**Time:** 5:00pm – 8:00pm

**Location:** Wood River High School Distance Learning Lab, Hailey, Idaho

### Introductory Remarks

**Tom Bowman, FMAA Board Chairman**

This is the start of a bottom up process; has been a top-down process from FAA so far.

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**Rick Baird, Airport Manager**

Friedman family gifted land to the City of Hailey in the early 1930s.

Relocation was first discussed in a mid-1970s engineering document due to design deficiencies for commercial aircraft.

Coffman Associates relocation study was completed in 1990. The cost of a new airport was estimated at \$68 million, but no federal assistance was anticipated at the time because the new Denver International Airport was under construction.

The 1994 Master Plan made an attempt to get as close to FAA design standards as was possible without expanding outside the fence; this was accepted by the FAA at the time. However, a later master plan concluded that expanding outside the fence was not a preferred long-term solution for the design deficiencies. A second relocation study was done from 2004 to 2006, started with 16 sites that were reduced to 3 possible sites by the FMAA board.

For the last two and a half years, the final sites have been under evaluation by the Federally-required Environmental Impact Statement. The EIS is required if \$1 of Federal money is used for construction.

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**Matt Dubbe, Mead & Hunt**

Ultimately this is a community conversation about the needs of the airport, and what the airport should represent. Matt Dubbe and Roland Aberg are merely facilitators. An opportunity for everyone to voice concerns, pros/cons, etc. Does not have to follow a linear process, but we need your input.

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**Roland Aberg, Hart Howerton**

Other opportunities for input: comment cards, email to Matt Dubbe or Rick Baird, submit a comment or question through the airport website.

Although it is important, this visioning workshop is not meant as a question and answer session. Other means of communication are available for answering questions.

Roland provided an overview of the proposed replacement airport sites, and their relation to other locations in the Wood River Valley, including the existing airport. Discusses the change in landscape from the desert to the valley, and the function of an airport as a gateway and welcoming point to the area – in this context, what should the airport say about the area? Who should the airport be designed for? How can regional and cultural aspects be expressed in the design? What forms of transportation should be incorporated? What special programmatic elements should be considered, and what amenities might they include? Aesthetic design elements?

Options at this point are the no-action alternative, Site 10A, and Site 12.

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**Larry Schoen, Blaine County Commissioner**

The meeting starts at 5pm and is scheduled for three hours. We are interested in hearing from people who are not necessarily associated with the project or acting in an official capacity. Mr. Schoen requested that Matt and Roland reset and reintroduce the topics later in the workshop to include those who might arrive late.

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**Community Input**

Very interested in how we will get people from the relatively remote sites to the places they want to visit in Blaine County, quickly and comfortably. The community is losing the convenience of a centrally-located airport. We can make the trade-off if we can come up with a comfortable and efficient ground transportation system. Light rail is likely too expensive. Perhaps a high quality bus service? Cares much more about this than what the airport looks like or the cultural experience.

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Recently re-clothed marketing efforts in Ketchum and Sun Valley to emphasize a high quality visitor experience, starting from the website where they make their arrangements, to the air carrier they utilize, to the scene once arriving at the airport, to the ground transportation they use, to the local experience. Airport facility is one just one element in that whole train. High quality, five star experience.

The general aviation (GA) side is critical to the local economy. The G5 or Cessna 182 operator has to have an equivalent high quality experience to the commercial operations.

Examples of good mix of commercial and GA include Las Vegas, Monterey, John Wayne Orange County, Aspen – similar clientele that is not dominated by commercial – have to understand that GA is a critical component of the mix, and that you have to cater to the hoi polloi, unlike at a place like SeaTac which is not welcoming for a GA operator.

Outreach to GA community will be needed to make sure their needs are represented in the community visioning process. Get accessible information to pilots.

Learn from the St. George, Utah experience, which just opened a new airport facility with a mix of commercial and GA operators.

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In the corporate GA world at the airport, you get a lot of automobile traffic. Doesn't see the GA folks using rail or bus transport. Highway 75 improvements will be needed to Site 10A, because of the 25-MPH speed limit through Bellevue. This will be needed for the 5-star experience.

Pilots are often coming in from the east coast and are very tired, the last thing they want to do is drive up the valley. Will need a hotel near the airport

Site 10A does not have the same deplane appeal as the existing site, even though it might be better from a functional standpoint. Existing FMA has dramatic panorama. The experience of clientele coming into the airport must be good, new airport must meet the same standards as the existing airport.

GA clientele come for what is up north, and want to quickly get there.

Clientele expectations are a 1<sup>st</sup> class FBO, existing 9,800 SF caters to the whole range of corporate/GA pilots, with no distinction between clientele in terms of service provided. A few years ago, they operated 21 days/year at maximum capacity (historical), has dropped somewhat because of the economic downturn. The new airfield will provide more room to operate in. An additional room at new facility would be possible for the new, larger G6.

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The needs of business commuters must also be considered.

Instead of driving on a two-lane road, it would be good for public transit to incorporate workspaces for the business traveler. Should also consider spaces and amenities in the terminal for the business traveler.

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For the 5-star first class experience to be possible, it would be good to provide amenities such as a private lounge for Sun Valley Company visitors, check-in area with room keys, baggage service, etc. As time goes by, people will forget about previous Twin Falls busing, and the new airport will have to differentiate itself from the Twin Falls airport. Art exhibits – unique memorabilia – rotating exhibits

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Make the airport a unique gateway into the area. Airport will be the same thing for the future as the train from southern California was in the 20<sup>th</sup> Century.

Public art can help facilitate this, and the State can provide assistance for arts through set-aside funds. A sophisticated audience comes to Sun Valley. Process for selecting artists should consider pure art (national, international) versus regional art, and response of airport users. Understand the region, its history, and its vision for the future, and have that all represented in the art. Good example at the Boise airport, and downtown Boise where there is art everywhere. Art shouldn't club you over the head, but when you go to experience it you see something exciting. Example of San Francisco has constantly changing exhibits (United Terminal), does not have to be permanent art. Airport art is almost never vandalized. If you want to stop hardcore graffiti, introducing murals can do the job.

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How can airport process and design improve marketing? Decision-makers in the north end of the valley are considering this right now. Planning and marketing should focus on reliability and service and safety for larger commercial and corporate aircraft into the future, in compliance with FAA standards, tied in with local mass transit. Will then tie-in with marketing efforts of other entities.

Future growth in tourism and aviation activity is going to be in the commercial realm, not to say the GA base of activity is not important. Mission statement should incorporate commercial component as the most important for tourist revenue. The mission statement should incorporate elements of a marketing campaign strategy for the region.

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Study of minimum revenue guarantee (MRG) money used to attract visitors shows that approximately one third of incoming passengers are lodging at Sun Valley Resort (tourists), one third are local and/or have second homes, and one third are business commuters. This shows that for 100% of the money, you're only getting 33% of the desired passengers (tourists) while the rest is public service.

Airport has an active role to play in marketing for the area; it is not a static entity. It should be in equal partnership with other community drivers.

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Establish an aesthetic theme – western, modern, etc. – it is important to settle on this at some point in the design process. Alternatives should be developed, and community discussion should determine, people should have an opportunity to respond.

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Time and efficiency of access is as important as the “first class, 5-star”

Single biggest fear is the added time as it relates to the visitor experience, coming to and coming back from the airport. Efficiency (e.g. not having to take a bus to a rental car) signage, wayfinding, weather protecting

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The Phoenix Airport provides a great experience until you get to the bus and have to take a 30-mile drive to rental car lot



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For theme/aesthetic, need to begin the transition from the desert to the mountains within the airport (interior and exterior). Not sure how to do this, but should recognize that people come to the area primarily to go the mountains. The design elements should mentally and emotionally transport you. People also come for the clear air, night sky/stars, and the quiet. Need to understand lighting requirements for minimizing impact of artificial light, and provide understatement. Consider the low level experience of the passenger arriving at night. Consider all of the elements of the airfield and buildings, and make them complimentary.

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There are people who know how to do welcoming elegance. Venetian Resort in Scottsdale, Arizona, for example.

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Need to consider public safety of incoming passengers as well.

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Need to provide safety and weather protection to people out of town who are unfamiliar with the area. For example, covered/canopied walkways to rental car and parking lot. They need to be safe and well-lit, and to shelter people from the weather. Will add to time-saving and ease of transition from the flight to the ground experience.

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We will have the luxury of space at the new site, will allow designs that stretch parking areas and walkways, while also providing quick access

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Community input is very important, and a session like this has great value. Community needs to come up with a vision statement through a process like this, and a mission statement and theme will grow out of that. The vision statement a broader/concise statement of what you want your airport to do and what you want it to look like. Would include goals that go along with it.

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Must consider how the airport fits into the vision for the entire community, with County goals. The airport vision should reflect the greater community vision.

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The airport should relate not only to the visitor experience (rivers, skiing, etc.) but also to everyday resident experience (agriculture, farms, Craters of the Moon). Show diversity of the County.

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Marketing ideas: Four season, five star service; desert to mountain

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So much of the experience here is seasonally driven; this should be taken into consideration

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Need to also consider commerce and industry use of the airport, such as UPS, FedEx, and others. How to accommodate various visitor groups and transport modes. Think of practical questions of how different user groups co-exist, e.g. mass transit buses, cargo trucks, and . The replacement airport has real potential to be a "business attractor" for the area. You want the visitor to realize they are in the mountains. We do want to provide more jobs, support to the community, which multiplies itself and attracts tourists. Hopefully we can compete with the type of user mix that Jackson Hole can attract, with larger aircraft such as the 757 (approximately 180 seat capacity).

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Lincoln County rezoned area just to the south of Site 10A to commercial. We need to have information and guidelines about what types of uses will be allowed on the airport. It would be useful to get more information about that – hotels, freight, etc. Travel corridor needs better mobile service connectivity because people will want to get on their Blackberrys and such once they land.

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Possible aesthetic themes: Native American high desert (BLM tribal trust land), romantic adventure, culture and elegance, reconnection/retrospect with early Sun Valley culture, intelligence and remarkable human resources of the community, sense of place, feeling of home for residents and visitors, heartiness,



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fascinating geology, precious water, night sky, open space, rugged, glacial connection. Emphasize connection to the outdoors with glass, sustainable energy sources.

Possible vision statement: "Meet me in sun valley"

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People don't come here to be indoors. Resort economy: 2 hotels (4 star) + 2 in the queue = 600 rooms. When you start thinking of 600 high end room visitors per day, that is an enormous impact on the local economy.

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In terms of future investment, the Sun Valley Company has done \$200 million worth of capital improvements in the past few years. All people who come to lodges, whether millionaire second homeowners or one-day skiing visitors, get the same experience from these investments.

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Mountain Rides has gone through a tremendous evolution in the past few years, and is well positioned to serve a new airport, and to improve existing service to the airport wherever it is with high quality, efficient, and convenient service.

Capital equipment and operational questions still need to be answered, but at the Board and staff levels they are committed and ready. Currently looking at a new south valley facility to extend reach of the system.

Opportunities for innovative ways to do things: baggage service at the airport, dedicated right-of-way with high-speed bus that operates like rail. Serving the airport is the next step for Mountain Rides.

New technology to support transportation service: buses with cellular modems and GPS, cellular modems can provide wi-fi connectivity to riders, video monitors in the buses, real-time route mapping, status monitors at bus depots.

Joint-powers agreement arrangement under which Mountain Rides operates builds in the financial, legal, and governmental mechanisms for representation of all the regional stakeholder groups. Possible joint partnership with Sun Valley Company.

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People outside Sun Valley will use the airport (Twin Falls, Boise) so that needs to be considered as well. There is a network of transportation planning organizations/groups in place already in the community that provide a good framework and foundation for doing the work that we're talking about. Committees and working groups can work together to execute mobility goals.

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Bus is only one component – taxi, limo, private shuttle is equally important – Mountain Rides has very little control over this, but it is very important to consider

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All ground transportation modes need to be coordinated and provide diversified service

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Exploit opportunities for cell connectivity to provide information to arriving and departing passengers (all functions), and be prepared for future technological changes

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Possible marketing slogan: "Sea Level to Ski Level"

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The terminal building should not be ultra-modern, or look like the desert. This is not her idea of the visitor's expectations. Needs to have a warm quality, possible timber/mountain/ranch house theme.

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Red barns, ranch houses. Lay out the airport that will provide twice the space you think you'll need initially, to allow for future expansion.

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The process needs more involvement and communication with general aviation. Customers range from high school students to pilots who come from out of town to rent single-engine plane to take to the back country. Not enough people in the room from the GA community. Need to provide reunification of the GA





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community. Many in the GA community feel alienated, and see the process as divisive and destructive. We can turn that around with participation, involvement, use of the website, informational materials, etc. Atlantic Aviation facility is like a "slice of heaven" to local GA users, but transient GA users come here to go to the resort. Technically Advanced Aircraft Symposium even was held in Boise last year, Cessna/Beechcraft/Cirrus owner organizations are closely involved with this, but little participation in the last few years because GA activity is at a 20-year low. Need to look at how GA is going to rebuild, how long is it going to take, and how can you accommodate future activity. 99% of customers want to fly to the north, but relocated airport will not allow one-hour scenic flights to the back country. Idaho is famous for its back country pilots, who come here solely to go there. The symposium will need a hotel, restaurant, resort, or something near the airport in order to decide to come here. Proximity to services is critical. What are we going to do with people who come in for these events? They won't want to travel that distance. Goes back to, how do you blend GA needs with commercial passenger needs? The GA community has a hugely different perspective. If you can come as close to what Atlantic Aviation provides today, you will have provided a great service. Missing link is the little guy who comes to airport and sees high costs of hangar and fuel. Corporate aircraft tanker in because of high cost of fuel. Weather limitations of the region are challenging enough, and when you add the mountain minimums issue it's a great challenge. We need to know the outcome of the minimums equation.

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Local pilots would like to have a clubhouse at the FBO, just a place to go have coffee and sit around and talk. Needs to be geographically proximate to the T-hangars and other based user areas.

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GA users go to Nampa because of these types of amenities. Amenities for GA – cell service at restaurants, etc. GA users see the Atlantic facility as a palace we are giving up.

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Challenge is to identify amenities that GA users need/desire by inference, and satisfy those needs, with help of people like Mike Rasch and John Strauss. Maybe should have a smaller, GA-focused meeting at Atlantic's conference room.

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Doug Brown has list of pilots who attended a recent informal airport meeting

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A GA-focused workshop might get them involved – post a note on every hangar door, a mailing list, etc. Make it clear that the Airport wants to satisfy their interests. Need to reach out.

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FBO has contact with interaction with pilot on board, but not necessarily with the passenger in the back who's deciding whether to buy/build a home here. Built the existing Atlantic facility based on 23 years of experience and what was needed for GA from a practical standpoint (built in 2005) to meet the needs of aircraft maintenance. Also looked at other similar facilities in Aspen, Monterey, etc. They partner with Rick and Pete and other staff to make the GA visitor experience as seamless as possible (security, baggage, fueling of cars and aircraft).

There are ways to reach out to the corporate/GA stakeholders, but must respect their privacy.

Aircraft maintenance is very important to the local/based GA pilot, they don't want to have to fly to Twin Falls or somewhere else in order to have it done. Transient private and fractional also occasionally break down and need the maintenance service. The FBO needs to handle all aspects of the aviation activity that takes place at the airport. Must have the ability to do annual certification checks.



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There are many different types of GA, and we need to plan to satisfy them all. Corporate jets, GA users on the airport (generally want inexpensive hangar, want to be independent of transient users, come and go as they please), transient small GA (training, clinics, fly-ins, backcountry) need restaurant and hotels. Lack of self fueling station is problem for small aircraft

The airport must have a viable level of GA activity to maintain a sustainable FBO with the current level of service.

Was late for the terminal discussion – thinks the terminal should have and emphasize “understated elegance”, recognize and acknowledge the history of the Sun Valley Resort that draws people here  
Possible slogan: “where the rich and famous come to visit”

A good plan has to have an estimated amount of time it will need to be accomplished – when will a site be picked and when will design/construction get started

Businesses and private residents need some sort of timeframe to make investment decisions

Vision statement should address competition from other ski resorts by emphasizing “one of the most unique ski resort destinations in the world”

The timeline for the new airport must be shared to help local business plans. Need to adjust to changing conditions to make sure that the airport doesn’t become functionally obsolete and the airport can continue to provide commercial service.

Team effort and unity (including tower staff, FBO, commercial service, GA operators, airport staff) is important to provide the five star culture that is needed at the airport that integrates with the five-star culture up at Sun Valley. Exceptional service at FMA has to translated to and integrated at the replacement airport

**MEETING ADJOURNS**

**WHITE BOARD COMMENTS**

Mission Statement/Vision Statement

From Sea Level 2 Ski Level

It happens in Sun Valley

Meet me in Sun Valley

Sense of Place

Outdoors Experience

Transportation

Reunification of the GA Community

Marketing

Year-Round

Safe

Theme

High Quality Experience

4 Season 5 Star Service

Business

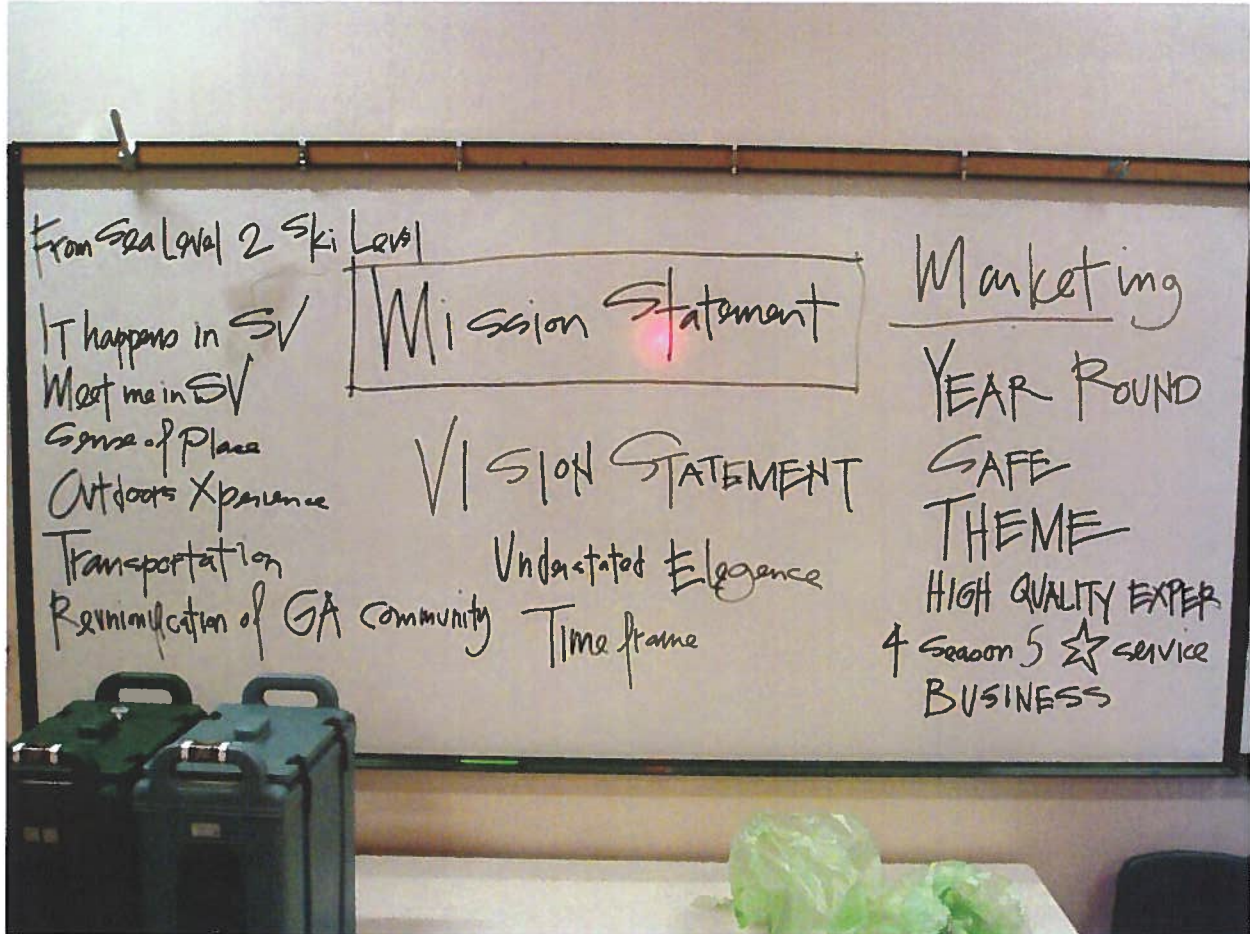
Understated Elegance

Timeframe



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Community Visioning Workshop #1 – White Board Comments







# REPLACEMENT AIRPORT PROGRAM | SUN VALLEY

## COMMUNITY VISIONING WORKSHOP

December 8, 2010 | 5-8 PM

Wood River High School Distance Learning Lab | 1250 Fox Acres Road, Hailey, ID

**CONTACT US** RICK BAIRD: rick@flyfma.com MATT DUBBE: matt.dubbe@meadhunt.com

### COMMUNITY VISIONING TEAM

#### : FRIEDMAN MEMORIAL AIRPORT AUTHORITY ▶

- Tom Bowman, Chairman
- Rick Baird, Airport Manager

#### : CITY OF HAILEY ▶

- Rick Davis, Mayor

#### : HART HOWERTON, Planners, Architects and Landscape Architects ▶

- Roland Aberg

#### : POWER ENGINEERS, Engineering ▶

- Linda Erdman

#### : BLAINE COUNTY ▶

- Larry Schoen, Chairman

#### : MEAD & HUNT, Aviation Planners, Architects & Engineers ▶

- Matt Dubbe
- Evan Barrett
- Scott Cary, Program Manager

#### : RUSCITTO / LATHAM / BLANTON, Architects ▶

- Nick Latham
- Michael Bulls



### WORKSHOP GOAL

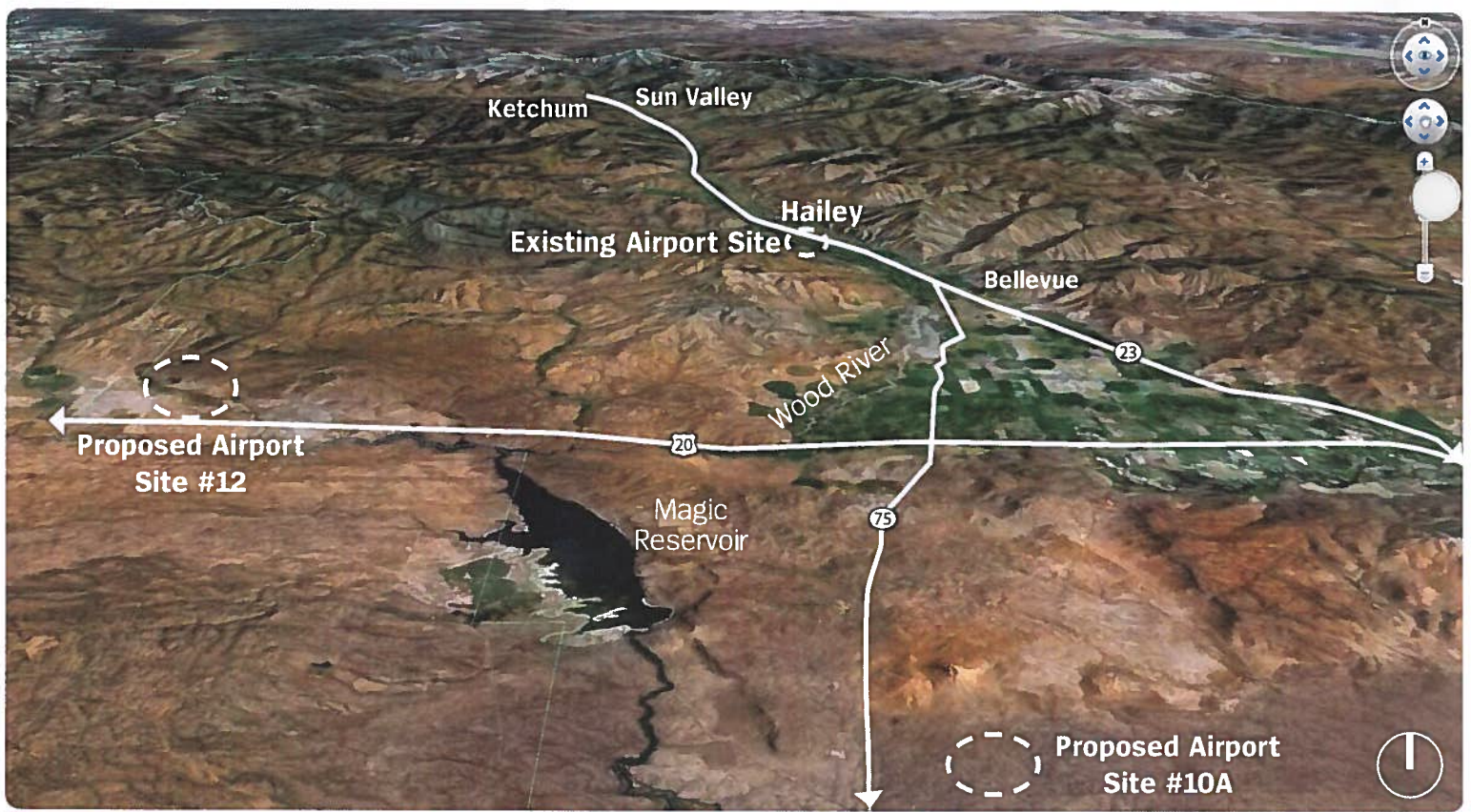
It is intended that the Community Visioning process provide guiding principles and objectives for future design efforts related to the replacement airport.

### WORKSHOP PUBLIC PARTICIPATION GUIDELINES

- » We welcome all community input, but responses will be limited to only those items directly associated with visioning for the replacement airport
- » One speaker at a time
- » Be prepared, be organized and be as succinct as possible



REPLACEMENT AIRPORT PROGRAM | SUN VALLEY



## : REPLACEMENT AIRPORT TALKING POINTS ▶

### ▶ 1994 Master Plan Update recognized severe constraints on airport expansion options, including:

- » Runway to taxiway separations
- » Relationship of runways and taxiways to surrounding land use
- » Mountainous terrain limits approaches and departures

### ▶ Site Selection Study and Master Plan Update completed in 2006

- » Involved 25 stakeholder groups, ranging from local/state officials to business/community leaders
- » Evaluated 16 potential sites for a replacement airport
- » Airport Board selected a "preferred site" south of State Highway 20 and east of U.S. Highway 75 in southern Blaine County, commonly known as Site 10A

### ▶ The current options are:

- » Retain the existing site
- » Replacement Airport Site #10A
- » Replacement Airport Site #12

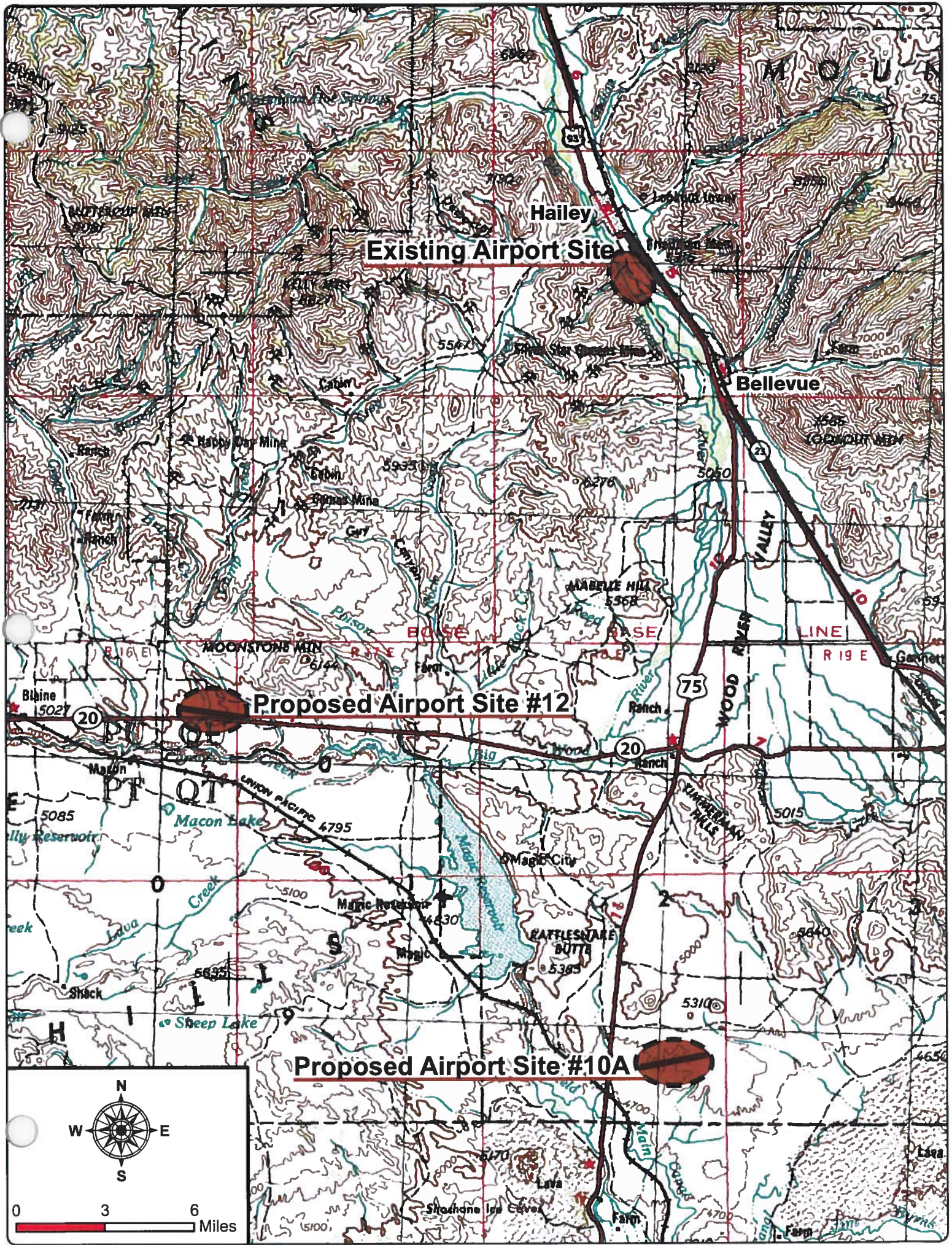
### ▶ Environmental Impact Statement begun in 2007

#### » Purpose & Need statement for a replacement airport

- FMAA has undertaken significant steps to maintain a safe and efficient aviation facility over the years.
- However, the significant limitations at the current airport site are clear, and their impact has been fully studied and documented in numerous analyses conducted over a period of years.
- Commercial and private aircraft utilizing Friedman Memorial Airport are larger than what it is designed for, and space constraints prevent the airport to be expanded and maintained to appropriate standards.
- The Airport is not efficient given head-to-head operations, the extent of diversions, and airfield operational restrictions.
- While significant effort has been expended to address design requirements, it is also clear that the Airport is not 'flexible and expandable, able to meet increased demand and to accommodate new aircraft types', and actions to address this capability would be costly and highly disruptive to the community.
- Given the physical constraints, the long-term viability of the existing airport site must also be questioned, at least the viability of the Airport to serve in its current role.

#### » In an official memorandum in April 2009, the manager of the FAA's Western Flight Procedures Office confirmed that technology cannot fix the operational limitations at Friedman memorial airport.

- As the Idaho Mountain Express reported: "The Federal Aviation Administration has cast a cloud over hopes for a brighter tomorrow for Friedman Memorial Airport. In a major decision that likely puts an end to hopes that inclement-weather landing approaches to Friedman Memorial Airport could be improved, the FAA has ruled that terrain surrounding the field is the permanent, immovable obstacle to lowering altitude minimums for approaches."
- Moreover, the potential of future FAA waivers is not an option since the agency has made it clear it will not issue future waivers on the types of safety-related criteria that inherently exist due to Friedman's location.
- An economic analysis conducted by Landrum & Brown indicates a replacement airport will produce a \$30 million annual positive impact, and 500 new jobs are projected as a direct result of a replacement airport.



**Existing Airport Site**

**Proposed Airport Site #12**

**Proposed Airport Site #10A**

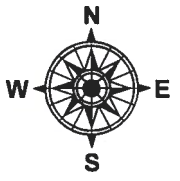
Hailey

Bellevue

Blaine

Magic City

Lava





## VISIONING DISCUSSION TOPICS TO GUIDE COMMUNITY INPUT

- **What should the Mission Statement be for the Replacement Airport?** – What statement would embody the ideals of the airport and surrounding communities from planning through operation?
- **Who should the Airport be designed for?** – Who will be its users and how does that affect how it is designed? Who else uses the airport and how might that affect its design?
- **Cultural Influences** – What local and regional cultural influences would be important to reflect in the design of the replacement airport? Areas to consider might include native cultures, regional architectural or landscape characteristics, traditional or non-traditional forms.
- **Transportation and Connections** – What forms of transportation should be incorporated? How much emphasis should be on public transit versus private transit? How about destination shuttle service? Where should systems connect to?
- **Program** – What special programmatic elements should be considered in a new airport design? What new amenities or land uses should be considered in the new airport that don't exist in the current airport?
- **Aesthetics and Design Expression** – If one were to think about the airport as a “gateway to the region,” what would make that “gateway” statement? What would be the most appropriate design expression for the new airport? Should the airport look like it belongs in the region, and, if so, how should that outward appearance be developed? How might that expression change as a response to the two alternative replacement site landscape settings? How might that expression be different from the airport's current location within the Wood River Valley? How might this expression change in winter versus summer or night time versus day time?



### HOMWORK FOR DECEMBER 8TH:

Visit this website reference:

- » Replacement Airport Website: [flysvra.com](http://flysvra.com)

Read through the discussion topics above and formulate your responses and ideas.

### UPCOMING WORKSHOPS:

- » Sustainability Workshop, February 2011
- » Community Visioning Workshop II, April 2011



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Community Visioning Report

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**Appendix B / Community Visioning Workshop #2**

Notes, Photos, and Mailer

April 6, 2011





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## **Community Visioning Workshop #2 Notes & Photos**

**Date:** April 6, 2011

**Time:** 6:00pm – 8:00pm

**Location:** Wood River Community YMCA, Ketchum, Idaho

### **Introductory Remarks**

Team and workshop process introduction by Matt Dubbe.

Airport history, including decision timeline regarding relocation was given by Rick Baird.

First federal project was completed at Friedman in 1976. Project engineer wrote a statement that the airport would need to be relocated to meet the air transport needs of the community.

In the late 1980's, the FAA began working with the community to solve design deficiencies.

In 1990, a report by Coffman and Associates conducted a study on the relocation process and selected a preferred site. However the FAA was building Denver International Airport at that time, so FMAA would have had to foot most of the bill for relocating the airport. The FMAA Board decided to keep the airport in the existing location and make improvements.

In 1994, a master plan was completed that attempted to get as close as possible to design standard compliance.

In 2004, it was determined that design standards could not be met without expansion outside the existing fence line. A 2006 site selection study analyzed 16 potential sites and short listed the 3 best sites, which are currently being evaluated by the FAA.

Mead & Hunt was selected by the FMAA Board in an RFQ process to provide visioning public outreach for a replacement airport, feasibility studies, and redevelopment studies for the existing site.

### **Community Input**

After Rick Baird's introduction, the attendees seated at each table were given specific questions to discuss and come up with responses to. Each table spent approximately 30 minutes discussing these questions before providing a response. The questions, responses, and ensuing discussions are summarized below.

#### **Question #1**

**Taking into account that the actual function of the new airport is for handling arriving and departing aircraft, what do you think should be the goal for the new airport?**

Service

Reliability

Attractive

Functional

The airport experience should fit in with the overall experience of coming to Sun Valley.



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### **Question #2**

**Who should the new airport be designed for? Where should special design attention be focused, and are there specific things that need to be considered?**

Reliability of air service and making transportation to and from the airport to accommodations are the most critical issues to the success of the new airport.

The current airport operations do little to make the visitor happy.

The new airport should be utilitarian and attractive.

The experience should be "Thank you for coming, please visit us again" and be used as branding.

The experience from landing in the desert could be an opportunity to quickly transition the visitor to the Valley. The arrival to Sun Valley now becomes the top of Timmerman Hill. This expansive view of anticipation to the verdant Valley floor is the entrance.

The visitor should be struck by images on the terminal walls of all the different activities that are possible in the area and all the things they are going to do (fishing, biking, skiing, golfing, etc.).

The desert landing location should be seen as an opportunity, not a detriment. The area has nice views and can be beautiful as a contrast to the mountain environment. Consider the night sky opportunities at this location.

The quality and clarity of the signage after leaving the terminal is important. Visitors should not be confused on where to turn or go. This may include maps available in the terminal to the exterior signage. Consider that the visitor coming from the urban environment may relish in the diversity of landscape present in a small area that the Valley provides.

### **Question #3**

**If one of the functions of the airport is to serve as the first impression and "front door" for visitors coming to the region, what additional qualities might be incorporated into the airport to support that experience?**

Planning, development, and design of the facilities should give the visitor an introduction to the mountain resort and adventure lifestyle of the upper valley, but also give a full picture of the recreational activities available throughout the valley, including Silver Creek and beyond.

The development should somehow tell the story of the area's diverse cultural and geological history. This could be accomplished through interpretive exhibits, rotating public art displays, design of the terminal and other facilities, etc.

The materials and design of the passenger spaces should induce the feeling of warmth and safety, while using indigenous materials.

The front door to the Valley could also express the community's sense that sustainable and sensitive design is important.

The community reaches far beyond the immediate Sun Valley area. It should include Carey, Picabo, Silver Creek, the Camas Prairie, Bellevue, Hailey, Ketchum, and over to the Stanley Basin.

The BC / Vancouver airport does a nice job of marketing the entire area as a whole in terms of recreational opportunities and local amenities.



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The region should be marketed as a whole. Use all types of displays and integrate them in to the visitor experience. Interactive displays are great.

Engage the communities of Carey and Picabo, etc. and find out what they might want to see at the airport.

#### **Question #4**

**Since two of the final alternative locations for the new airport are outside of the Big Wood River Valley and in different geological settings, how might that make a difference in the appearance or design expression of the new airport?**

- **Considerations might include thoughts on site and landscape response as well as the actual building architecture.**
- **Also, what might make this airport something that would be uniquely appropriate to this part of the country and not just a generic airport?**
- **What are some of the unique qualities of this region that you find special?**
- **Is this important in your mind?**

From a passenger perspective, the first impression of arriving in the area should be mountain scene and architecture. There should be a warm, intimate, lodge-type feel. It should introduce the visitor to the things that they are here to experience, such as skiing, hiking, fishing, etc.

The Shoshone-Bannock tribe could become part of the process to tell the history of the area.

The entire experience of arriving should be a positive transition. From service, to the way finding, to the transportation the entire transition should be first class.

The exterior should be sensitive to the site but should stand out from the landscape. This could be used as a branding opportunity. The look of the facilities, especially the terminal should have more of a mountain feel than a desert feel. This will provide an experiential connection to the resort areas to the north.

The elegance, comfort, and materials of the Sun Valley Club would be appropriate.

St. George airport connects the visitor with surrounding landscape, which is appropriate for that area because people are there to experience the surrounding area. In Sun Valley, this may be different. The majority of the visitors are there for the mountains, not the desert.

First impressions are important. Think about sight lines. Plan the site, so that the visitor does not visually connect, at arrival or departure, with the other utilitarian facilities of the airport, such as the FBO. Conceal them with landscape or grading.

How can the feeling and experience of a lodge environment be achieved without the scale and expensive materials of a mountain lodge?

The airport terminal experience should be likened to an elaborate Porte Cochere for the area and the resort.

Expanse of steel and glass may not be desirable for this experiential connectivity to the resort.

If SeaTac terminal, with expanses of curtain wall glass and cables is at one end of the spectrum ("European techy") and at the other end is a generic, utilitarian terminal. Lodge flavor of mountain structures should be considered, and the new facility should tend towards the lodge experience in terms



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of comfort and warmth. This can be accomplished with use of certain colors, smaller windows, murals, light fixtures. Reject the cookie cutter terminal design.

#### **Question #5**

**Are there things about the regional or cultural history that should be embodied in the new design? What might some of those be?**

There is an opportunity in the airport development to reveal the Native American history and culture of the area. If this is pursued, the process should include outreach to the tribes to ensure that the result is something that is extremely authentic and not kitschy.

Geology of the area should be considered....educational opportunity.

When flights or transportation is delayed, visitors need a place to go and things to do. How can interpretive spaces, public art, dining, and other spaces and amenities assist in making these delays more comfortable for the visitor?

#### **Question #6**

**How much emphasis should be on public transit systems? Would you use public transit options if provided?**

High quality transportation, public and private, are critical. Baggage services and waiting areas, interior and exterior should be close and comfortable. Bus vehicles could provide on board check in, free Wi-Fi, etc. Services must be reliable and have frequent schedules. Real time updates of delays, etc. are important. Passenger waiting areas for buses need to be well-done – places for people to sit, make sure that they are comfortable, it should be clear what the purpose of the area is.

Another possibility is a baggage check service at the hotels and people's homes so people don't have to deal with their own luggage.

Airport planning must come from a customer service point of view.

What are park and ride opportunities in Hailey, Ketchum, etc?

What are opportunities for "parking condominiums" with service for park and ride locations and at the new airport for second home visitors? See SV Auto Club.

#### **Question #7**

**What other venues, amenities or special land uses should be considered for the new airport other than those normally associated with an airport? In your opinion, what would make this new airport "outstanding"?**

The question came up as to whether first impressions are related more to the building (architectural form and function) or more to the people who greet passengers at the airport and facilitate passenger movement (airport employees, guest services personnel, etc.). The airport needs to attract service providers and recreational opportunity providers to the airport – information is currently made available in the current terminal, but this is suggesting a more dynamic approach than currently used to inform people about available recreational opportunities. Concierge parking facilities.



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The successful experience of the airport starts with the operations personnel. An attitude towards the visitor must be established and continuously displayed.

Guest services for the resort should be located in the terminal.

Concierge parking and transportation, along with hands off baggage services would be nice.

Provide the zoning and development support for amenities. Because of the increased distance to the airport, options should be provided for lodging (for airline staff, private charter, pilots, etc.), dining, rental car fuel refill, and spaces for visitors to go when delayed.

If Blaine County does not make provisions for this, then Lincoln County will certainly take advantage of it.

Public art should be an important part of this project. Can generate revenue for the airport and help tell the story of the area. Sculptures outside, art exhibits in the terminal, etc. It could be a lot of different things – Native American art, mining-related art, skiing-related art, etc. Shouldn't be kitschy like bears outside the terminal in Bozeman. It should be a combination of both permanent and temporary, rotating art exhibits. The entrance to the airport is critical. In Boise, the entrance to the airport is a gas station. It is very confusing and negative.

Fly-in /Fly-out services for activities such as fly fishing.

### **Question #8**

**When thinking about your experience of using airports, what stands out in your mind as key qualities that must be embodied in the new airport? Are there other things that the design team should clearly avoid?**

Attention should be paid to how visitors experience leaving the area, not just the first impression on arriving. Last impression is also important. There is so much expectation and excitement when arriving to an area. Make sure that the visitor leaves with happy feeling about the experience by providing a comfortable experience on departure.

Efficient way finding and close amenities, such as rental cars are essential to a comfortable experience.

The layout of the passenger facilities must be efficient and well-planned from a layout perspective.

The airport should feel friendly. Passengers should not have to carry their luggage very far to get to their vehicles.

Clarity of way-finding signage at the interior and exterior is critical.

Zurich airport is premium example of efficient way finding.

Free baggage carts are a nice amenity.





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**Community Workshop #2 – Photos**





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VISIONING II  
 Questions

③ Introduction to Mtn  
 • Resort/Service  
 • Culture  
 • Expression of Warmth  
 • Sustainability  
 • Amenities that the area offers

③ Continuat  
 • Development contained

④ First Impression  
 • Mountain/Valley  
 • Lodge  
 • Tribe/Regional Culture  
 • Exterior  
 → fit into Landscape?

④ Feeling of being part  
 of Mountain → not desert  
 ↳ destination should  
 influence  
 • Clubhouse  
 • Guest Experience  
 → sightlines import  
 • temporary "porte cochere"  
 • Restraunt

⑦ Amenities  
 • Unintended consequence  
 could be detrimental  
 • Impression  
 → guest services  
 • parking services  
 → concierge  
 • hotel/restaurant/gro  
 • siphon business away?  
 • County challenges



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⑦ Hotel proximity <sup>last night on town</sup>  
 ↳ could serve replacement airport commercial

- public art (percentage?)
  - interior rotating
  - exterior permanent
- not kitschy

① Goal for Airport

- Service
- Reliability
- Ease of access
- Part of longer experience
- Welcoming/Branding Valley
- Transportation → arrival experience captured

① Contingent

- scenic corridor
  - control signage
    - extend experience
    - opportunity to extend resort environment

⑤ Regional/Cultural

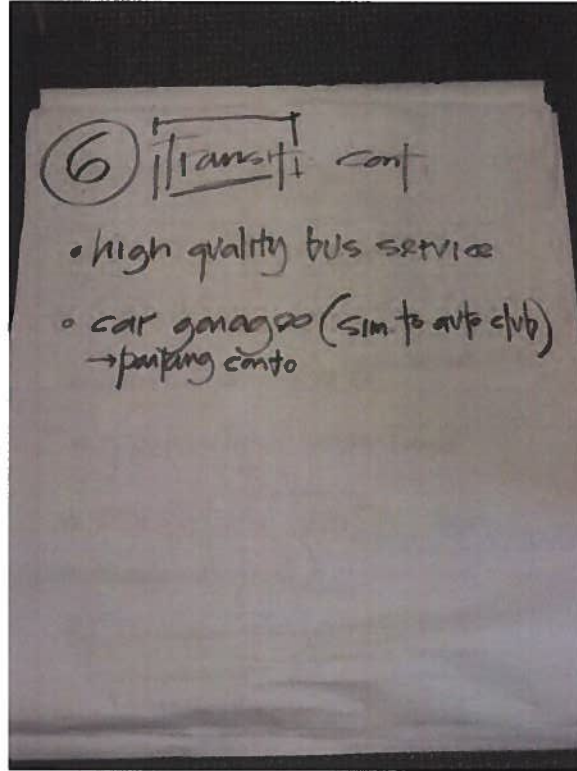
- cultural center
- Native re-connection authentic
- Geological

⑥ Transit

- public & private
- front & center (ease of use)
- luggage service
- technology interface
- comfortable waiting area
- park & ride
- reliable schedule



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# REPLACEMENT AIRPORT PROGRAM | SUN VALLEY

## COMMUNITY VISIONING WORKSHOP II

April 6, 2011 | 6-8 PM  
Wood River Community YMCA | 101 Saddle Road, Ketchum, ID

### SIGN IN SHEET

NAME	ORGANIZATION or CITY OF RESIDENCE	EMAIL
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NILS PERJE		
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REPLACEMENT AIRPORT PROGRAM | SUN VALLEY

# REPLACEMENT AIRPORT PROGRAM | SUN VALLEY

## COMMUNITY VISIONING WORKSHOP II

April 6, 2011 | 6-8 PM

Wood River Community YMCA | 101 Saddle Road, Ketchum, ID

## GENERAL AVIATION WORKSHOP

April 7, 2011 | 5:30-7:30 PM

Atlantic Aviation | 2230 Aviation Drive, Hailey, ID

**CONTACT US** **RICK BAIRD:** [rick@flyfma.com](mailto:rick@flyfma.com) **MATT DUBBE:** [matt.dubbe@meadhunt.com](mailto:matt.dubbe@meadhunt.com)

### COMMUNITY VISIONING TEAM

#### : FRIEDMAN MEMORIAL AIRPORT AUTHORITY ▶

- Tom Bowman, Chairman
- Rick Baird, Airport Manager

#### : CITY OF HAILEY ▶

- Rick Davis, Mayor

#### : HART HOWERTON, Planners, Architects and Landscape Architects ▶

- Roland Aberg

#### : POWER ENGINEERS, Engineering ▶

- Linda Erdmann

#### : RMJ & ASSOCIATES, Aviation Management and Finance ▶

- Rick Janisse

#### : BLAINE COUNTY ▶

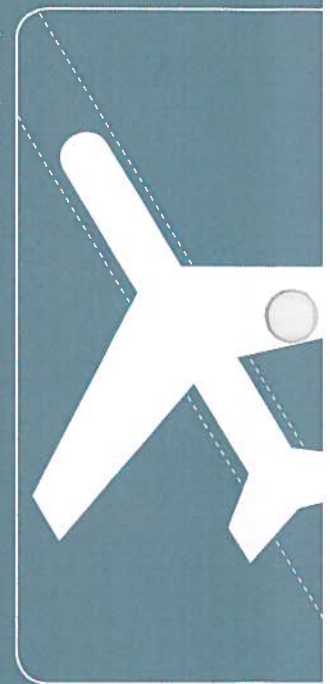
- Angenie McCleary, Chairman

#### : MEAD & HUNT, Aviation Planners, Architects & Engineers ▶

- Matt Dubbe
- Evan Barrett
- Scott Cary, Program Manager

#### : RUSCITTO / LATHAM / BLANTON, Architects ▶

- Nick Latham
- Michael Bulls



### WORKSHOP II GOAL

It is intended that the Community Visioning process provide guiding principles and objectives for future design efforts related to the replacement airport.

### WORKSHOP PUBLIC PARTICIPATION INFORMATION

- » For the Visioning Workshop, expect the facilitators to continue to focus the discussion on issues directly associated with visioning for the replacement airport.
- » For the GA Workshop, the discussion will focus on issues associated with making a smooth transition for continued GA operations at the replacement airport.
- » Be prepared to participate in small and large group discussions.
- » Snacks and refreshments provided.

## VISIONING DISCUSSION TOPICS TO GUIDE COMMUNITY INPUT

- **What should the Mission Statement be for the Replacement Airport?** – What statement would embody the ideals of the airport and surrounding communities from planning through operation?
- **Who should the Airport be designed for?** – Who will be its users and how does that affect how it is designed? Who else uses the airport and how might that affect its design?
- **Cultural Influences** – What local and regional cultural influences would be important to reflect in the design of the replacement airport? Areas to consider might include native cultures, regional architectural or landscape characteristics, traditional or non-traditional forms.
- **Transportation and Connections** – What forms of transportation should be incorporated? How much emphasis should be on public transit versus private transit? How about destination shuttle service? Where should systems connect to?
- **Program** – What special programmatic elements should be considered in a new airport design? What new amenities or land uses should be considered in the new airport that don't exist in the current airport?
- **Aesthetics and Design Expression** – If one were to think about the airport as a “gateway to the region,” what would make that “gateway” statement? What would be the most appropriate design expression for the new airport? Should the airport look like it belongs in the region, and, if so, how should that outward appearance be developed? How might that expression change as a response to the two alternative replacement site landscape settings? How might that expression be different from the airport's current location within the Wood River Valley? How might this expression change in winter versus summer or night time versus day time?



### HOMEWORK FOR APRIL 6TH:

Visit this website reference:

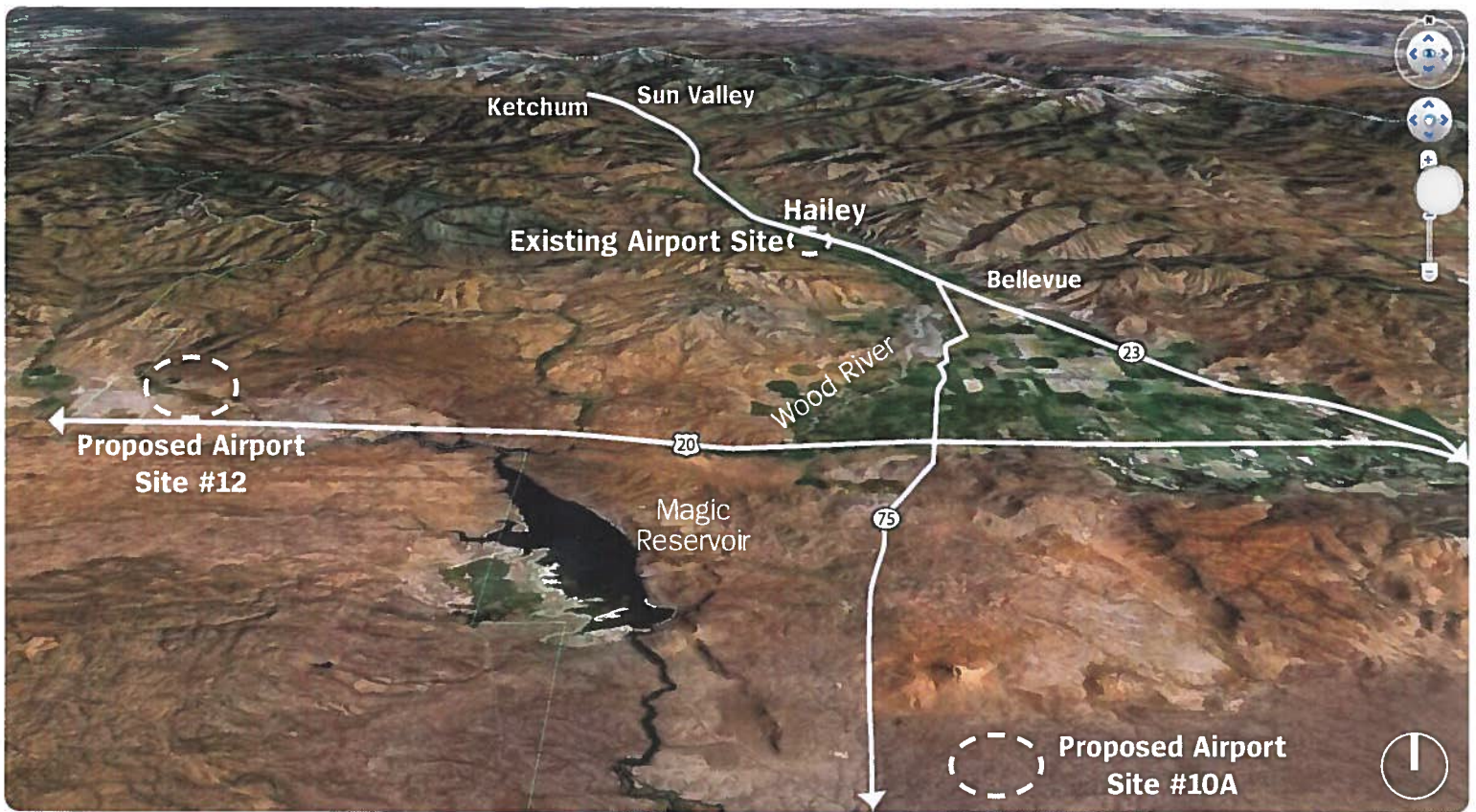
- Replacement Airport Website: [flysvra.com](http://flysvra.com)

Read through the discussion topics above and formulate your responses and ideas.

### UPCOMING WORKSHOPS:

- » Visit the Website for updates: [flysvra.com](http://flysvra.com)





## : REPLACEMENT AIRPORT QUICK FACTS ▶

### ▶ 1994 Master Plan Update recognized severe constraints on airport expansion options, including:

- » Runway to taxiway separations
- » Relationship of runways and taxiways to surrounding land use
- » Mountainous terrain limits approaches and departures

### ▶ Site Selection Study and Master Plan Update completed in 2006

- » Involved 25 stakeholder groups, ranging from local/state officials to business/community leaders
- » Evaluated 16 potential sites for a replacement airport
- » Airport Board selected a "preferred site" south of State Highway 20 and east of U.S. Highway 75 in southern Blaine County, commonly known as Site 10A

### ▶ The current options are:

- » Retain the existing site
- » Replacement Airport Site #10A
- » Replacement Airport Site #12

### ▶ Environmental Impact Statement begun in 2007

#### » Purpose & Need statement for a replacement airport

- FMAA has undertaken significant steps to maintain a safe and efficient aviation facility over the years.
- However, the significant limitations at the current airport site are clear, and their impact has been fully studied and documented in numerous analyses conducted over a period of years.
- Commercial and private aircraft utilizing Friedman Memorial Airport are larger than what it is designed for, and space constraints prevent the airport from being expanded and maintained to appropriate standards.
- The Airport is not efficient given head-to-head operations, the extent of diversions, and airfield operational restrictions.
- While significant effort has been expended to address design requirements, it is also clear that the Airport is not 'flexible and expandable, able to meet increased demand and to accommodate new aircraft types', and actions to address this capability would be costly and highly disruptive to the community.
- Given the physical constraints, the long-term viability of the existing airport site must also be questioned, at least the viability of the Airport to serve in its current role.
- In an official memorandum in April 2009, the manager of the FAA's Western Flight Procedures Office confirmed that technology cannot fix the operational limitations at Friedman Memorial Airport.
- As the Idaho Mountain Express reported: "The Federal Aviation Administration has cast a cloud over hopes for a brighter tomorrow for Friedman Memorial Airport. In a major decision that likely puts an end to hopes that inclement-weather landing approaches to Friedman Memorial Airport could be improved, the FAA has ruled that terrain surrounding the field is the permanent, immovable obstacle to lowering altitude minimums for approaches."
- Moreover, the potential of future FAA waivers is not an option since the agency has made it clear it will not issue future waivers on the types of safety-related criteria that inherently exist due to Friedman's location.
- An economic analysis conducted by Landrum & Brown indicates a replacement airport will produce a \$30 million annual positive impact, and 500 new jobs are projected as a direct result of a replacement airport.

# REPLACEMENT AIRPORT PROGRAM SUN VALLEY

## COMMUNITY VISIONING WORKSHOP II

April 6, 2011 | 6-8 PM  
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## GENERAL AVIATION WORKSHOP

April 7, 2011 | 5:30-7:30 PM  
Atlantic Aviation  
2230 Aviation Drive, Hailey, ID



For discussion topics, background, details,  
and maps, go to ➔ [WWW.FLYSVRA.COM](http://WWW.FLYSVRA.COM)  
FMA Office: 208-788-4956





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Community Visioning Report

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**Appendix C / Sustainability Workshop**  
Notes, Photos, and Mailer  
February 2, 2011





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## Sustainability Workshop Notes & Photos

**Date:** February 2, 2011

**Time:** 6:00pm – 8:00pm

**Location:** Sun Valley Inn and Convention Center, Limelight Salon C, Sun Valley, Idaho

### Introductory Remarks

**Matt Dubbe, Mead & Hunt**

- Opportunities for input: email to Matt or Rick Baird, comment cards, sign-in sheets
- Discussion topic is sustainability for a replacement airport
- Perception is that this is an oxymoron; hopefully public input and discussion of best management practices will reveal possibilities for more sustainable construction and operation of the airport
- Sustainability is so trendy its becoming cliché without many people actually knowing what it means
- “Triple-bottom line”, or “three-legged stool” of sustainability is social, economic, and environmental sustainability
- Aviation industry worldwide contributes 2% to 4% of carbon dioxide, with majority of that portion coming from aviation fuel – focus today is on a buildings perspective – unencumbered, horizontal planes of land on airports makes them the ideal testing ground for sustainability practices
- The following are possible sustainability goal discussion topics for tonight’s workshops
  - Sustainability Mission Statement
  - Carbon Footprint measurement...cannot manage something until you can measure it
  - Regionalism – how can local trades and materials, particularly those that are unique to the region, be integrated into design, construction, and operation
  - Certification – LEED is in its infancy, Airports are a challenging project type for LEED (leadership in energy and environmental design) certification but it can be done if the goals are properly defined at the outset; Energy Star; U.S. Green Building Council; etc.
  - Waste Management and Recycling – how will the replacement airport handling demolition, construction, and operational wastes?
  - Sustainability Focus Areas – broader goals regarding ecology, will sustainability be a mirror of ourselves, do we want to have the “greenest” airport, etc. (see mailer)
  - Technological Willingness – how cutting edge does the airport want to be? R&D has progressed more in the last 10 years than it did in the previous 30 years?
  - Return on Investment – how quickly does the airport expect it will recoup its investment in mechanical/electrical systems?

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**Michael Bulls, Ruscitto/Latham/Blanton**

- Early citizen feedback to the design process is very important to extracting ideas about how the airport ultimately achieves some measure of sustainability.
- General Services Administration now has certain Federal projects comply with some



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sustainability metrics, but FAA projects are exempt at this point to a certain extent.

- Value of being sustainable is coming to the forefront in construction.
- There is no mandate at the Federal or State level for sustainability certifications.
- Locally new sustainable building codes have been considered and adopted for certain types of projects
- Expected energy efficiency gain of 2012 Code over 2006 Code is expected to be 30%
- Developers are beginning to see the benefit of bringing in projects "above code" on a sustainability level, even without a mandate
- From a community perspective, it is beneficial to consider sustainable design practices before it becomes a mandate

#### **Frank Halverson, Power Engineers**

- Not sure what the load size will be for the replacement airport at this point, but likely on the order of 2 to 3 megawatts. There are a lot of meters that would be involved in many different buildings.
- There are currently two high voltage transmission lines in the vicinity of the project (above 69,000 volts each). A small hydro plant is currently located near Magic Reservoir, with 34.5 kV lines. Idaho Power would provide power for the airport. Substation at Moonstone would make the most sense for power.
- Idaho Power would likely build a dedicated primary line to the replacement airport (\$100,000 to \$200,000 per mile for construction) branching from one of the existing transmission lines/substations/power plants in the area
- Providing gas service may be more problematic at Site 12 than at Site 10A, depending on the location of Intermountain Gas pipelines
- To provide on-Airport conventional power, approximately \$1 million per megawatt
- Approximately \$2 to \$3 million for on-airport wind turbines per megawatt
- The height of some wind turbines requires that they be located out of aircraft approach and departure paths
- Approximately \$5 million for on-airport solar power per megawatt
- Solar takes a lot of surface area as well – for 2 to 3 MW, the airport would probably need about 400 to 600 acres of land
- Wind does not blow all the time, sun does not shine all the time – so there must be back-up conventional energy sources available with necessary infrastructure in place

### **Community Input/Discussion**

#### **Audience Comments/Questions**

- Makes sense to install required conduit and other renewable energy-related infrastructure before developing the airport, so infrastructure doesn't have to be torn up and replaced to install
- There is potential for using renewables to level out peak loads, but not necessarily using renewables for 100% of peak loads
- How can we orient/design airport to accommodate renewables



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- What about standalone nuclear power?

#### Program Team Responses

- Single largest load on an airport is likely lighting (airfield, buildings, parking lots, etc.)
- Currently not feasible given regulatory issues in the U.S.
- Recent advances in LED lighting units and reducing solar panel reflectance is allowing the integration of these new technologies into airport systems – FAA has approved both – other strategies for reducing conventional power dependence include passive solar/solar harvesting, peak shaving, unconventional design of HVAC systems
- Solar PVC panels – payback in one year, 15-16% efficient

#### Audience Comments

- Documentation – follow-up
- All facets considered
- What makes sense – decades out
- Cut money at front end
- Peak load – ease and downsize primary mechanical
- Twin Falls to Sun Valley (bullet train)
- Support land uses

#### Audience Comments/Questions

- Wind turbines need to be outside safety areas associated with airspace for arriving and departing aircraft
- Building-mounted microturbines? Photovoltaic concrete – runway pavement? Solar voltaic cone?

#### Program Team Responses

- Have been tried at some locations, but have not been all that successful
- Vertical turbine – not effective; height issue
- Snowmelt using geothermal power vs. snow plowing – there are different costs and benefits associated with each option
- Reduce use of trucks and chemicals by using the geothermal strategy

#### Audience Comments

- Mountain Rides would like to be very active and involved in planning for the replacement airport
- MR envisions that ground transportation at the airport will have to be multi-modal – want to compete with single-occupant vehicle trips by replacing most of them
- Light rail from the replacement to the airport is unrealistic and unlikely because of right-of-way and infrastructure costs
- Exclusive bus lanes on shoulders could provide express service to Sun Valley Resort and the cities of Hailey/Sun Valley/Ketchum
- First class, Five star, express on-site bus service, with resort visitor lounge
- Formalize – ground transportation, car, bus, taxi, carpool, vans
- 5 star services – express services
- Looking at new maintenance facility in southern end of the Valley, which could provide clean,





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efficient, quick service to the airport

- Luggage could be carried separately on a truck
- Airport employee van pools
- Electric cars – battery charging stations
- National model – more \$ FAA

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#### Audience Comments/Questions

- Level of LEED certification is important – levels of certification include “certified”, “silver”, “gold”, and “platinum” – for airport buildings, FAA has not yet agreed to fund LEED-related design costs
- Requested that we include the differences in required local participation in documentation costs for the different levels of certification so that the airport can make a decision about
- The replacement airport is starting from scratch – great opportunity to do “green” airport

#### Program Team Responses

- From a design perspective, LEED designs are relatively cost neutral to 2% higher than conventional. This is only for the design and construction costs, not the documentation side, and only applies to “certified” buildings – “platinum” is more (ballpark of 10% more). But the return on investment for LEED designs for certain systems is much higher than for conventional building design, if amortized over a 30-year period.

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#### Audience Comments/Questions

- Synergy with nature and some sensitive design measures don’t cost anything – solar heating, shading, passive ventilation, energy efficiency, indigenous materials, indigenous labor – can be done without adding a dime of cost
- Would love to see a LEED building, would love to see renewables – but at a minimum need to respect the site, nature, local population, and local materials
- Do everything possible with renewables
- Opportunity, especially for the terminal component
- Net-zero with sustainable energy sources = good press

#### Program Team Responses

- Maintenance, energy costs – lower fixed costs saves money
- If airports can reduce their fixed costs by just implementing some simple green strategies, then why wouldn’t they?
- U.S. Green Building Council has “campus” criteria for collections of buildings that might apply well to an airport, but this is difficult to do. The low-hanging fruit is to take a terminal, or a snow-removal equipment building, or some other building, and get the certification for that one building.

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#### Audience Comments/Questions

- Sustainability should also include some sense of what you have to have from an economic standpoint to sustain an investment of tens of millions of dollars
- How do we extrapolate current airport needs with that sort of investment, when there currently are not the number of passengers coming in that would be needed to sustain it

#### Program Team Responses



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- Of course it doesn't make sense to spend \$1 if no one is going to use it and the community doesn't embrace it

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#### **Audience Comments/Questions**

- With regard to sustainability as a process - would like to see the airport articulate sustainability practices in design, construction, and operation – what makes sense for the environment, the people that use it, and 20 years out

#### **Program Team Responses**

- The finish line is not the day you open the facility, that's merely the starting line – the real impact is over the 30 years after opening
- Construction costs is 2% of the total cost over a 30-year period

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#### **Audience Comments/Questions**

- Under City of Hailey ownership in the past, the airport was not profitable
- Reorganized governance structure in the early 1970s, raised fees on leases and services to make sure the costs were covered – Pascal Drake was airport manager at the time – some private operators were not happy about this at the time
- Airport relocation was first discussed during this period (almost 30 years ago) as a result of FAA discussions about future air service needs of the airports
- A regional airport concept was voted on in 1974 by southern Idaho counties, based on projected needs of agricultural interests to export crops on 747s – was voted down by Twin Falls and Blaine County
- FAA will cover majority of construction costs

#### **Program Team Responses**

- St. George Airport – of the \$163M required for construction, the FAA paid \$127M, according to Rick Crosman in last night's meeting

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#### **Audience Comments/Questions**

- Was it ever considered to accommodate commercial jet traffic at Twin Falls and other traffic at Friedman, and then have a high-speed train from Twin Falls to Ketchum?

#### **Program Team Responses**

- Throughout the process, the regional concept has routinely surfaced as a consideration
- As airport manager for this community, doesn't see the value in sending our passengers to Twin Falls, should be the other way around
- Meetings were held on the issue, and the FAA came to the conclusion that this community was the only one willing to sponsor a replacement airport process. Important to note this is a replacement airport process, not a regional airport process because the existing airport cannot meet demand
- Twin Falls 30K – 40K enplanements
- Sun Valley 40K – 70K enplanements
- Site 10A halfway between Sun Valley and Perrine Bridge
- Existing airport can't meet demand



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- Community leaders have agreed the airport should be in Blaine County, along 75, close to resort
- Highway 75 is transportation corridor

#### **Audience Comments/Questions**

- Have the airlines made commitments to service the replacement airport?
- Has a study been done to determine what the increase in passengers would be at the replacement airport over the existing airport?

#### **Program Team Responses**

- No commitments have been made by major airlines
- Landrum & Brown interviewed airlines, the report is available on the airport website
- Conclusion was that the replacement airport will lead to significant increase in passenger traffic
- Study was done in a different economic environment

#### **Audience Comments/Questions**

- Concerned about transparency of financials
- When will financial packages and assumptions be made public

#### **Program Team Responses**

- Several reports are under development to look at the financial questions that will provide some preliminary answers
  - First report (financial) – what is actual cost? 10A – 12 build airport; will be released by the FAA this month; the airport and the community do not know the content yet; this is the first key component
  - Second report will show assumptions about sale of the existing airport, which is a major part of funding at the local level
  - Once these pieces are accomplished, they will be included in the financial feasibility report
- Financial feasibility report will be submitted to the Board sometime in May and will be available to the Board and public in June
- Level of FAA participation? FAA will review the numbers in the report, and give implicit assurance that our participation assumptions are fairly accurate
- Don't know what FAA thinks of site 10A-12, will find out with the full draft EIS, scheduled for published release in May

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#### **Audience Comments**

- Minimum Revenue Guarantees are currently being funded by Sun Valley Company
- Common in similar communities, and should be considered in the financial study

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#### **Audience Comments/Questions**

- The community will need to think about the type of development that the replacement airport will attract, and how the community should deal with that (need zoning input from properties)
- What is meant by the "Social" sustainable element?

#### **Program Team Responses**

- Healthy workplace is one element of the social elements, including healthy buildings with finishes and indoor air quality, incentive programs, educational programs



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### Audience Comments/Questions

- Can we be the national model for green buildings at airports since we have a clean slate, and perhaps an edge on FAA action and funding?

### Program Team Responses

- It's a nice idea, but there are a handful of other airports that are way ahead of others
- Less than 10 LEED-certified airports – Logan was the first
- However there aren't a whole lot of new airports being built out there – so this is a unique opportunity
- Larger airports with a lot of passenger traffic have a lot more money to invest in their facilities – the replacement airport is unlikely to have this luxury

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### Audience Comments

- To add to the social element of the sustainability stool – 30% of residents are of Latino descent with Spanish as first language, need resources to reach out to those communities
- Airport tenants need to be Equal Opportunity Employers
- Outreach to other communities, such as Native Americans

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### Audience Comments/Questions

- Nothing green about demolishing one airport and building another – carbon footprint of doing that is extreme
- Wind turbines are trouble near an airport, and fog at Site 10A might rule out solar most of the time
- Did not mention geothermal or biomass
- Geothermal should be integrated into building heating design
- Millions of trees killed by beetles could be used to generate electricity and heat – this method is being used at some schools in Montana
- Earth ship design uses topography, with north sides under soil and south sides utilizing passive solar – lower demand side
- LEED certification is expensive, should use good qualities of LEED, not the exploitative ways some designers do (cut boards in half, and throw away the extra)
- Would be better to use something called EPS (Energy Performance Score) which limits total number BTU's/therms/kW per year, set high energy efficiency goals, and determines how we get there? R-factors, HVAC, etc.

### Program Team Responses

- Biomass is a no-brainer solution if you've got excess materials in the region
- Before you decide what systems to use, you should explore available resources to inform the decisions you make
- Geothermal is a no-brainer used in most sustainable projects now – conductivity is better at some locations than others, and we don't know until the geotech studies come in
- 70% more efficient than other sources – a put it in and forget it system
- There is embodied energy in any building, "first do no harm"
- Design for disassembly – "Not one thing thrown away", reintegrate components



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### Audience Comments/Questions

- 30 to 35 years since relocation was first discussed. Have no idea when this going to happen, does anybody have an idea when the airport will be built

### Program Team Responses

- EIS has evaluated opening of a new airport in 2016

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### Audience Comments/Questions

- Is there going to be enough room in the estimated cost presented in the financial feasibility analysis to allow future decision to increase LEED rating from "certified" to "gold" for example

### Program Team Responses

- Conceptual number will lead to more refined estimates as the project comes closer to completion
- Facilities are a small amount of the overall cost; cost of terminal is probably 10-15% of the total cost
- There are possibilities for strategies such as recycled/reused pavement, sustainable concrete, and other items down the line
- Cost offsets are possible given operational considerations in terms of energy usage (reduce dependence on Idaho power, for example)
- Opportunities to integrate new strategies to answer these questions are still ahead
- Plan for roads

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### Audience Comments/Questions

- Are there plans for other uses such as hotels?

### Program Team Responses

- Zoning for new commercial facilities will be limited to airport support facilities
- Comprehensive plan for the County currently says all commercial uses should be in cities
- Change in comprehensive plan would be needed to create new commercial center – does not foresee this occurring anytime soon, as the current plan is working well

### Audience Comments/Questions

- Would the C-III category accommodate the long-term needs of the airport?

### Program Team Responses

- C-III covers most narrow-body commercial aircraft, from private jets to a Boeing 737

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## Meeting Adjourns

### White Board Notes

- On-site renewable energy
- Multi modal transportation – connectivity
- LEED certification
- Sensitive design
- Economic vitality to support airport
- Economic opportunity
- Educational opportunity
- Model of sustainability process



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- Set high energy efficiency goals

### Sustainability Workshop – Photos





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**Daily Meetings and Events**

Dow AgroSciences Elite Producers Conference				Wednesday Feb 02, 2011
Time	Agenda Subject	Location		
4:00PM	AgriSource/Mycogen Seeds Welcome	Linsight Salon A		
6:00PM	AgriSource/Mycogen Seeds Dinner	Continental		
Mead & Hunt - Airport Sustainability Workshop				Wednesday Feb 02, 2011
Time	Agenda Subject	Location		
6:00PM	Workshop	Linsight Salon C		
Schlitzer Broke's Ski Trip				Wednesday Feb 02, 2011
Time	Agenda Subject	Location		
5:00PM	Hosted Cocktails	Dustin Room		
Trails Ski-Club 2011				Wednesday Feb 02, 2011
Time	Agenda Subject	Location		
6:00PM	Cocktail Reception	Sun Room		





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# REPLACEMENT AIRPORT PROGRAM | SUN VALLEY SUSTAINABILITY WORKSHOP

February 2, 2011 | 6-8 PM  
Sun Valley Inn & Convention Center, Limelight Salon C | 1 Sun Valley Road, Sun Valley, ID

## SIGN IN SHEET

NAME	ORGANIZATION or CITY OF RESIDENCE	EMAIL
Mayor Rick Davis	CITY OF HAILEY	Rick.Davis@haileycityhall.org
Evan Lanier	WESTERN STATES WESTERN SUSTAIN BLADE	Evan@westernstatesgo.com
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Bob Crosby	SOBR - County	sbrogard1@cox.net
MAURICE CHARLAT	Fly SUN VALLEY	mmcmec@cox.net
Nils Ribi	CITY OF SV	nils@nilsribi.com
BARD GOURLAY	Ketchikan	BARD7@LOX.NET
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Jason Lynch	Express	jlynch@mtexpress.com
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Patti Harris	Ketchikan	
Carl Harris	BCAAC	Carlharris@cox.net
Jim Perkins	BCPA	JWPerkins@cox.net
MICHAEL PASCH	ATLANTIC AVIATION	michael.pasch@atlanticaviation.com
Joan Lamb	SV City Council	joanlamb@gmail.com



# REPLACEMENT AIRPORT PROGRAM | SUN VALLEY

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## SUSTAINABILITY WORKSHOP

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February 2, 2011 | 6-8 PM

Sun Valley Inn & Convention Center, Limelight Salon C | 1 Sun Valley Road, Sun Valley, ID

### SIGN IN SHEET

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NAME	ORGANIZATION or CITY OF RESIDENCE	EMAIL
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Adrienne Robidoux	BCAAC	
Vanessa Fry	BCAAC	
ANGELIE McCLARY	BLAINE COUNTY	
Craig Barry	ERL	craig@ercsu.org





# REPLACEMENT AIRPORT PROGRAM | SUN VALLEY

## SUSTAINABILITY WORKSHOP

February 2, 2011 | 6-8 PM

Sun Valley Resort Inn and Convention Center, Limelight Salon C | 1 Sun Valley Road, Sun Valley, ID

**CONTACT US** RICK BAIRD: rick@flyfma.com MATT DUBBE: matt.dubbe@meadhunt.com

### COMMUNITY VISIONING TEAM

#### : FRIEDMAN MEMORIAL AIRPORT AUTHORITY

- Tom Bowman, Chairman
- Rick Baird, Airport Manager

#### : CITY OF HAILEY

- Rick Davis, Mayor

#### : HART HOWERTON, Planners, Architects and Landscape Architects

- Roland Aberg

#### : POWER ENGINEERS, Engineering

- Linda Erdmann
- Frank Halverson

#### : BLAINE COUNTY

- Angenie McCleary, Chairman

#### : MEAD & HUNT, Aviation Planners, Architects & Engineers

- Matt Dubbe
- Evan Barrett
- Scott Cary, Program Manager

#### : RUSCITTO / LATHAM / BLANTON, Architects

- Nick Latham
- Michael Bulls



### WORKSHOP GOAL

It is intended that the Community Visioning process provide guiding principles and objectives for future design efforts related to the replacement airport.

### WORKSHOP PUBLIC PARTICIPATION GUIDELINES

- For this Workshop, expect the facilitators to focus the discussion on issues directly associated with sustainability for the replacement airport.
- One speaker at a time.
- Be prepared, be organized and be as succinct as possible.
- We welcome your comments.



## SUSTAINABILITY DISCUSSION TOPICS TO GUIDE COMMUNITY INPUT

- **Sustainability Mission Statement** – What are the green goals and ideals of the airport and surrounding communities?
- **Carbon Footprint** – Understanding the measuring metrics for any development to calculate an emissions impact.
- **Regionalism** – How can utilizing regional or local based materials and craft-workers lessen the impact of resource use, construction and transportation?
- **Certification** – Identify what regulatory compliance is required from from a sustainability perspective including federal, state and local energy mandates.
- **Waste Management and Recycling** – What economic and environmental benefits can be garnered by diverting waste materials from a landfill?
- **Sustainability Focus Areas** – What elements should be considered in a Comprehensive approach to Sustainability? Areas could include health, safety and security; site design and land use; transportation; energy systems; landscape and biodiversity; natural systems and ecology; water and wastewater; solid waste; materials; and economics.
- **Demonstration/Educational for Community Awareness** – How can the project's commitment to the environment act as an educational tool to advocate sustainability and create greater awareness in promoting green design in future community developments.
- **Technological Willingness** – How cutting edge technologically should the replacement airport be? Discussions including economics, energy generation options, and available utilities.
- **Return on Investment** – What should the realistic quantifiable return on investment goals be?



### HOMEWORK FOR FEBRUARY 2ND:

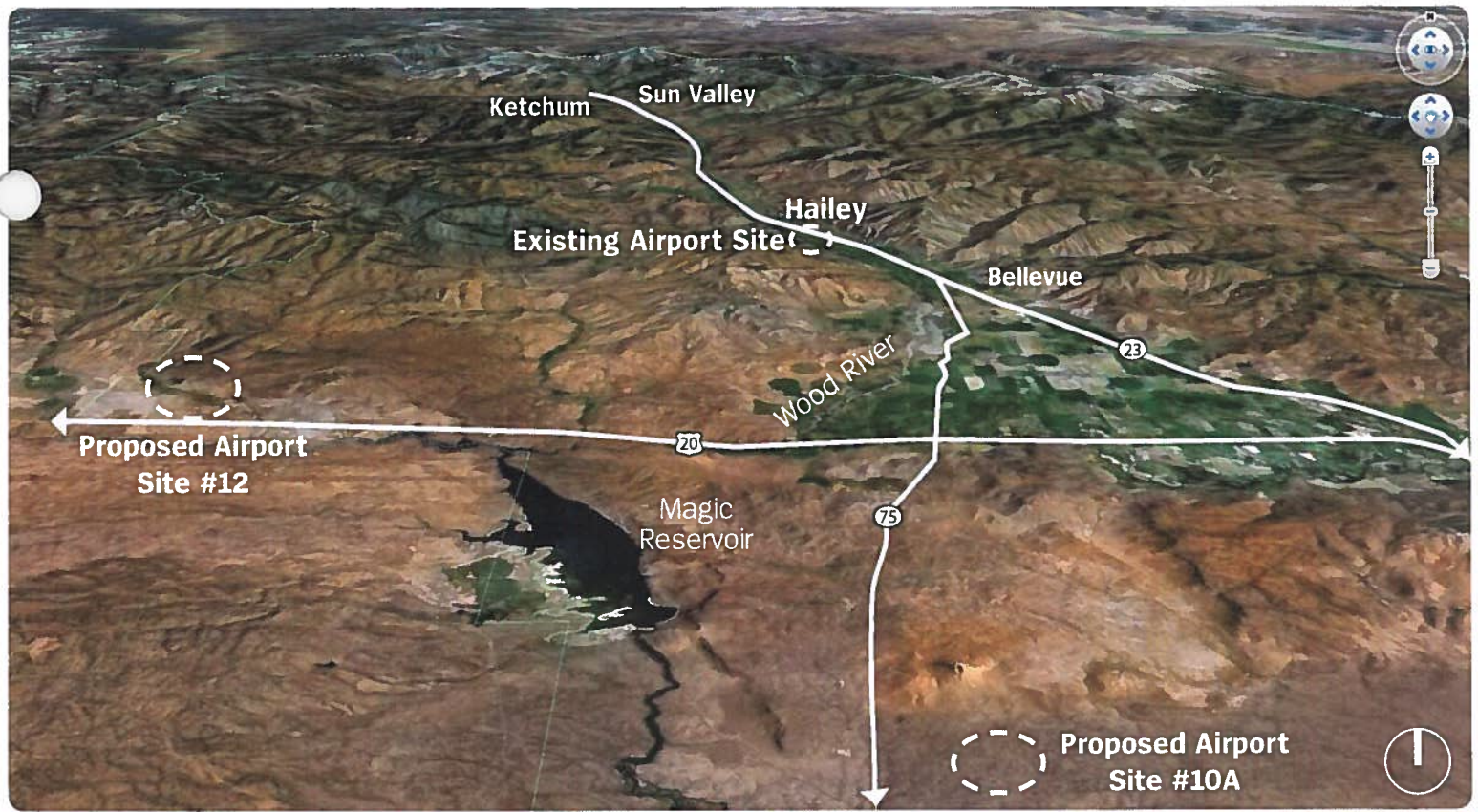
Visit this website reference:

- Replacement Airport Website: [flysvra.com](http://flysvra.com)

Read through the discussion topics above and formulate your responses and ideas.

### UPCOMING WORKSHOPS:

- Community Visioning Workshop II, April 2011
- General Aviation Workshop, April 2011



## REPLACEMENT AIRPORT QUICK FACTS ▶

### ▶ 1994 Master Plan Update recognized severe constraints on airport expansion options, including:

- Runway to taxiway separations
- Relationship of runways and taxiways to surrounding land use
- Mountainous terrain limits approaches and departures

### ▶ Site Selection Study and Master Plan Update completed in 2008

- Involved 25 stakeholder groups, ranging from local/state officials to business/community leaders
- Evaluated 16 potential sites for a replacement airport
- Airport Board selected a "preferred site" south of State Highway 20 and east of U.S. Highway 75 in southern Blaine County, commonly known as Site 10A

### ▶ The current options are:

- Retain the existing site
- Replacement Airport Site #10A
- Replacement Airport Site #12

### ▶ Environmental Impact Statement begun in 2007

#### • Purpose & Need statement for a replacement airport

- FMAA has undertaken significant steps to maintain a safe and efficient aviation facility over the years.
- However, the significant limitations at the current airport site are clear, and their impact has been fully studied and documented in numerous analyses conducted over a period of years.
- Commercial and private aircraft utilizing Friedman Memorial Airport are larger than what it is designed for, and space constraints prevent the airport from being expanded and maintained to appropriate standards.
- The Airport is not efficient given head-to-head operations, the extent of diversions, and airfield operational restrictions.
- While significant effort has been expended to address design requirements, it is also clear that the Airport is not 'flexible and expandable, able to meet increased demand and to accommodate new aircraft types', and actions to address this capability would be costly and highly disruptive to the community.
- Given the physical constraints, the long-term viability of the existing airport site must also be questioned, at least the viability of the Airport to serve in its current role.

#### • In an official memorandum in April 2009, the manager of the FAA's Western Flight Procedures Office confirmed that technology cannot fix the operational limitations at Friedman Memorial Airport.

- As the Idaho Mountain Express reported: "The Federal Aviation Administration has cast a cloud over hopes for a brighter tomorrow for Friedman Memorial Airport. In a major decision that likely puts an end to hopes that inclement-weather landing approaches to Friedman Memorial Airport could be improved, the FAA has ruled that terrain surrounding the field is the permanent, immovable obstacle to lowering altitude minimums for approaches."
- Moreover, the potential of future FAA waivers is not an option since the agency has made it clear it will not issue future waivers on the types of safety-related criteria that inherently exist due to Friedman's location.
- An economic analysis conducted by Landrum & Brown indicates a replacement airport will produce a \$30 million annual positive impact, and 500 new jobs are projected as a direct result of a replacement airport.







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Community Visioning Report

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**Appendix D / General Aviation Workshop**  
Notes, Photos, and Mailer  
April 7, 2011





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## General Aviation Workshop Notes & Photos

**Date:** April 7, 2011

**Time:** 5:30pm – 7:30pm

**Location:** Atlantic Aviation, Friedman Memorial Airport, Hailey, Idaho

The workshop consisted of two presentations, followed by a discussion session with the audience. Questions were asked and comments were made by the audience intermittently as the presentations proceeded. These meeting notes incorporate answers to the questions asked without identifying the questioners.

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### Scott Cary, Aviation

#### **Presentation – Site Conditions**

- Based on Rick Janisse's interviews, a lot of people in the GA community are asking "how did we get here?" The purpose of Scott's presentation is to provide a short history of the project, discuss issues that are being addressed, the sponsor-preferred site, and timeframe for airport relocation
- Basic goal is a safe and reliable commercial service airport for Blaine County
- Current design standards at the airport are set up primarily for small aircraft under 12,500 pounds. As aircraft using the airport get larger, required safety areas and separations between the runway and the taxiway get larger as well. When an aircraft type has more than 500 annual operations, that aircraft type begins to have an impact on design standards. The existing airport cannot meet design standards for larger aircraft without relocating multiple airport buildings (including the terminal), relocating Highway 75, and relocating multiple residences.
- Airport cannot restrict aircraft types because they accept federal funds. However FAA can restrict commercial airlines from operating certain aircraft at an airport. The airport is currently operating under a waiver, and the FAA is pushing to get design standards issues rectified.
- Design standard solutions were analyzed in the 2006 site selection study, and the draft EIS that will be published this year will identify a preferred solution.
- Commercial flight diversion rate of 20% in January and February of 2011. Primarily an issue for SkyWest, and it affects commercial fares. Enplanements are rising again after a few years of decline.
- Community will have opportunities for input on the EIS before it is completed. Other sites will offer more flexibility than the existing site, including flexibility for GA hangars and areas. Scott presented hypothetical layouts for both Site 10A and Site 12 that have been developed for the EIS.
- FAA put out preliminary construction cost estimates about six weeks ago. These estimates do not represent all airport facilities. Adjusted Site 10A cost estimate is about \$285 million and adjusted Site 12 cost estimate is about \$310 million. Two options for getting FAA funds: pay as you go, and Letter of Intent (LOI). LOI requires sponsor to carry cost of the money over 10 years



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as the FAA pays the sponsor back. Pay as you go does not involve FAA commitment, but generally once FAA commits to a project they complete it. Pay as you go also has less financial burden placed on the sponsor. Design and construction work would take place over 7 to 8 years.

- An initial financial plan has been presented, but the sponsor is still working to figure out how to fill in funding gaps. This process is not complete. A joint workshop of the FMAA board and Blaine County will be held on April 19 to discuss these issues.
  - FAA may not contribute to a solution at the existing site. Not all airport facilities are eligible for federal funding. A more exact FAA contribution to project costs is under development.
- 

### **Rick Janisse, RMJ & Associates**

#### **Presentation – Hangar Tenants Relocation Bridge to the Sun Valley Replacement Airport**

- Tasked by FMAA to look at hangar leases and land lease policies, meet with hangar tenants and pilots, determine the number and size of hangars that will be needed at the replacement airport, look at financing alternatives, and see if there is a way to “build a bridge” from the current airport to the replacement airport.
- 28 land leases are in place today at the airport, excluding rental cars, airlines, and government agencies. 24 leases are held by individuals or associations, and 4 leases are held by Atlantic Aviation. Most leases will be expiring, and have clauses saying that if FMAA chooses to close the airport they have the right to terminate the leases. A few large box hangar leases will not expire until 2019 or 2028 that do not have such clauses in them, and a few smaller box hangar leases that do not expire until 2017 or 2019 that do not have such clauses in them.
- There are currently 77 hangars at the airport: 54 t-hangars and 23 box hangars.
- In interviews, Rick heard that land rents were too high and that tenants don't like it. Prior to 2006, FMAA passed a resolution that established land and hangar rents. Rents currently range from \$0.05 per SF per month to \$0.60 per SF per month, depending on whether leases were renewed in 2006 through 2016. If hangar is less than 2,000 SF, the 2006 rate is \$1.50 per SF per year. If hangar is between 2,000 SF and 3,000 SF, the 2006 rate is \$3.00 per SF per year. Over 3,000 SF, the 2006 rate is \$4.50 per SF per year. When original 30-year leases expire, FMAA raises rents by \$0.50, \$1.00, and \$1.50 per SF per year for those hangar size groups, respectively. These rents are for the land and hangar combined.
- Typically when hangar leases expire at any given airport, one of two things occurs: either the tenant is required to remove improvements within 30 to 90 days, or title to the hangar reverts to the airport. FMAA decided the best option was to offer the 2006 leases so they wouldn't get into the business of titles passing back and forth. This was done with the understanding that the rate increases applied to the land and hangar combined, not just the land.
- As hangar leases near expiration, the value of the hangar declines because title will soon revert to the airport authority. The 2006 lease renewals gave hangar owners more time to sell their hangars, and thereby gave hangar owners more value in the hangar asset. However, raised



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rents did reduce the value of the hangars to a certain extent, but not to the extent that the lease renewal increased the asset value. Recent economic downturn has also had an impact on hangar values.

- Rick conducted 13 interviews: 6 with smaller hangar owners, 4 with hangar association presidents, 1 with a large hangar tenant, and 2 with Atlantic Aviation. This covered 64 hangar tenants, or 83% of the current tenants. Rick agreed not to disclose names or quote anyone, but said that he would publicly report the general sentiments expressed in the interviews. He started by asking "what do you think about the replacement airport?" He heard a number of responses including its too far south and will double my commute; the location is awful with a poor weather history and low-lying fog; weather patterns have not been studied enough; the road is poor and will be a safety hazard in the winter.
- It was clear from the interviews that available information on the replacement airport was not effectively getting to the GA community.
- When asked whether they would relocate to the replacement airport, most people said they did not have enough information to make a decision: don't know the land rate, don't know the cost of the hangar, don't know what amenities are going to be available. Part of Rick's job is to get that information into the GA community's hands so people can make an objective decision.
- St. George Airport ran into the same type of planning issue. The airport had to put together minimum standards and rules and regulations about what the operating environment would be at the new airport. They recommended that FMAA get started on the process because it takes several years to get all of the planning done. 58 of 60 box hangars were relocated to the new St. George Airport. Relocating the smaller box hangars cost about \$100,000. Hangar relocation would be more difficult for Friedman given seasonal weather/snow differences in the Sun Valley area.
- Based on the St. George experience, about 55% to 70% of current hangar owners may relocate, with the caveat that a lot of people flying today are older and have difficulty with long-term planning of this nature. A lot of interest was expressed in relocating existing T-hangars. One person in the GA community got an estimate of about \$80,000 for relocating these hangars. A new T-hangar could be built for about that price, and the building would meet newer standards for things such as seismic protection.
- Developing a hangar complex can be done in several ways. The Airport could construct the hangars itself and lease hangars directly to tenants – this would cost the Airport about \$9.5 million for t-hangars, box hangars, and pavements – the FAA would provide funds for the hangar superstructure. The Airport could lease the land to a private developer and have the developer lease the hangars directly to tenants. The Airport could lease to a hangar association or other group of tenants that would build the hangars for the tenants (like it is at Friedman today). Most airports have constructed T-hangars and smaller hangars themselves; some airports have farmed that out to developers.
- Financing hangars can be difficult because the hangars are usually located on leased land. Some banks will make these loans, but many will not. In today's environment, banks are



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reluctant to finance hangars on a speculative basis; generally they will only finance if all of the hangars are pre-leased.

- A developer can let a tenant sell their hangar, but an airport authority generally cannot let tenants sell their hangars. The primary reason is associated with bond financing of hangar construction. However, tenants would have the ability to sub-lease their hangars if the authority built the hangars.
- When the airport builds hangars, the low interest rates of most municipal bonds allows the authority to offer lower hangar rental rates than if a private developer built the hangars. Private developers are also more interest on getting return on investment faster.
- John Anderson, AAAE, analyzed hangar rates at airports across the nation and wrote a report about prevailing land and hangar rental rates in the western region. Anderson's survey showed that the lowest land rent in the western region was \$0.10 per SF per year (Bozeman) and the highest was \$2.88 per SF per year (Burbank). Higher land values in the area surrounding an airport forces rents up. Available amenities such as ILS, nav aids, preferential hangar locations, self-fueling, etc. also drive up rents. Another western region study found that the lowest land rent was \$0.06 per SF per year, the highest land rent was \$1.93 per SF per year, the average land rent was \$1.27 per SF per year. Based on these two surveys, a land rent of \$1.20 per SF per year seems reasonable for the replacement airport. This rent is still being discussed and has not yet been approved by FMAA.
- The problem may arise that small GA people may find lower rates at other nearby airports, such as Jerome, if they can't afford the new rents at the replacement airport. However the amenities at airports like Jerome may not be comparable to those at a brand new replacement airport. The GA community will have to make their own investment decisions based on rents and amenities, among other things.
- Sun Valley is different from St. George. It is a smaller community, and it is not growing as fast. St. George may see increase in GA community based solely on population growth, but that seems unlikely in Sun Valley. An audience member expressed concern that the airport needs to be a vibrant facility. However, economic environment previous to the downturn was much better, and there's no telling if that will come back.
- Analysis was done on the airport constructing new T-hangars and box hangars assuming the \$1.20 per SF per year land rent. T-hangar construction costs were estimated at \$55.00 per SF, and box hangar construction costs were estimated at \$71.60 per SF. These are high side figures based on speculative economic conditions. These construction costs could be covered by a T-hangar land & hangar rent of \$0.40 per SF per month, and a box hangar land & hangar rent of \$0.50 per SF per month.
- Airport tenants have expressed some interest in a "bridge lease" concept for relocating to the replacement airport. Tenants would execute a new long term lease for the hangar and land covering the next few years at FMA and the remainder of the 30-year term covering only a new parcel of land for their hangar at the replacement airport. The land rent should be stipulated in the bridge lease. The current land and hangar rate at the existing airport could be discounted as



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an incentive to commit to relocation. Location of T-hangars and box hangars should be identified along with access to the taxiway and runway. Amenities planned should be defined in the bridge lease as well, such as restrooms, snow removal, and electrical.

- FMAA should send an LOI for consideration by airport tenants. Signed LOIs could be sent to FAA to show local funding commitment for GA facilities. FMAA would prepare a bridge lease reflecting the terms and conditions in the LOI. Signed bridge leases would be returned for approval by FMAA. Once approved, the bridge lease would be counter signed and would go into effect.

#### **NEXT STEPS**

- Determine the hangar tenant land rental rate at the replacement airport.
- Decided if the practice of leasing land to Associations should be continued at the replacement airport.
- Determine if a Bridge Lease is beneficial for determining who will commit to relocate to the replacement airport.
- Determine if a discount should be given to those tenants willing to execute a Bridge Lease, and if so what discount.
- Determine the specific size of the T-hangars and small box hangars required at the replacement airport.
- Determine if the tenants in the larger custom built hangars are willing relocate to the replacement airport, and if so determine their land requirements.
- Develop Minimum Standards and Rules & Regulations for the replacement airport.

#### **Discussion Session**

- Average age of hangar tenants is 65 years, and airport will likely not be open for about 10 years. However FAA forecasts show future growth in business general aviation nationwide.
- Rick Janisse indicated that more discussions are required with larger box hangar owners to determine their likelihood to relocate.
- An audience member expressed a need to hear from non-GA tenants about what their “break points” are for making the replacement airport economically viable for their operations – airlines, rental car companies, etc. Rick Janisse responded that, because the replacement airport would allow for larger aircraft and fewer diversions, forecasts developed for the EIS show that the replacement airport may trigger acceleration in commercial operations and passengers that would make the replacement airport attractive to airlines and rental car companies.
- Rick Baird indicated that the airlines have not yet made a commitment to serve the replacement airport, but there have been initial discussions and correspondence between the airports and the airlines. However the replacement airport is not a capacity driven project, it is a standards driven project. Most jet aircraft, both commercial and general aviation, are above the standards that the existing airport is built for. C-III, D-II, and D-III aircraft operate frequently at the airport. The community decided that they were not willing to take the steps necessary to expand outside the fence.





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- The draft Purpose & Need published by the FAA for the EIS says that to meet the objectives of the project, the solution must do the following: meet design standards, meet existing and future demand, and provide reasonable weather reliability (which the FAA has defined as CAT-I minimums). The third criterion cannot be satisfied at the existing site. However, draft EIS is scheduled for release at the end of May 2011, and no one knows for sure what it will say.
- An audience member asked how the airport's situation compares to Aspen. Scott Cary has worked on projects at Aspen for the last 6 years, including a major taxiway relocation project, ARFF building relocation, and demolishing buildings to provide mitigation. The one major difference between Sun Valley and Aspen is that Aspen had an ordinance in place that restricted aircraft wingspan prior to Federal legislation that does not allow for such restrictions at Federally-funded airports. Scott thinks Aspen has lower minimums than Friedman, but he's not 100% sure. Aspen also does not have any candidate sites within the entire county that would be viable for a replacement airport, due to terrain.
- An audience member asked if any work has been done on what causes airports to fail – commercial service evaporates, population dynamics change, etc. Matt Dubbe discussed the Federal Essential Air Service (EAS) program, which provides subsidized air services in communities that airlines would otherwise choose not to serve for economic reasons. This leaves local communities at the mercy of the EAS program for their commercial air service, and allows airlines to play "Texas Hold 'Em" with the community. The most experimental model is the new Branson airport, which was developed entirely with private funds. The European model is a public-private partnerships, which is being discussed as a possible model in the U.S.
- An audience member brought up the example of Johnstown in Allegheny County, Pennsylvania. Its airport lost commercial service 1973. Allegheny County bought the airport back in 1978 with a subsidy, but only one flight per day. This was an example of a dying community and its impact on an airport's viability.
- Scott Cary discussed proposed financial breakouts for funding the replacement airport at Site 10A. The current breakout shows an estimated \$190 million being paid with federal funds, an estimated \$40 million being the responsibility of the sponsor, and an estimated \$90 million being what it would take to build whatever is private and revenue-producing, as shown on the hypothetical Site 10A layout.
- An audience member asked if there is a contingency in the financial calculations that takes into account potential increases in building costs. As an example, he mentioned Denver International, where concrete costs tripled during the construction phase. Scott Cary said that the estimates included a 3% increase year-over-year for costs to provide a conservative estimate, and does include a contingency. He said that the model being priced is full build-out, which may not happen by the time the airport opens. Matt Dubbe said there are other cost efficiencies that might be identified later.
- An audience member asked what the burden would be on property taxpayers associated with general obligation bonds issued by the County to pay its share of the replacement airport costs. Larry Schoen said that the FMAA board was told by the consultants that, assuming \$40 million



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was the sponsor's share and the bond was paid back over 20 years, the estimated annual cost to the taxpayer per \$100,000 valuation would be about \$29.

- An audience member said that FAA contributions for other similar airport projects were nowhere near the \$190 million that the financial breakout is showing. He asked the consultant team to comment on the probability of that figure being federally funded, and where the additional money would come from. Scott Cary said the FAA sees this project as a priority, they have not made a commitment but they have not indicated that they will not make a commitment. He said, based on the amount of money the FAA has already spent on studies and the EIS related to the replacement airport, the likelihood that they would not finish what they've started is very low, unless something catastrophic happened. The FAA views airports as components in a national system that must be in place. For the non-federal portion, Scott cited the example of Atlantic Aviation, which would likely fund replacement FBO facilities itself. Matt Dubbe indicated that the total costs that have been cited for airports like St. George did not include all of the facilities that are included in the total build-out concept being analyzed for the replacement airport (such as hangars, FBO, etc.).
- An audience member said that we have not fully seen what federal deficit regulation is going to look like in the near future. Even though the FAA funds would come from an FAA trust fund (AIP), these funds could be raided to pay for other things.
- Commissioner Larry Schoen asked the audience for their input on whether they would be interested in building their own hangars, as opposed to FMAA building and owning the hangars at the replacement airport. Rick Baird asked that attendees also attend the April 19 meeting at which this will be one of the financial feasibility discussion topics. Rick Janisse asked if they are interested in the bridge lease concept as presented. An audience member said they need to know exactly what enticements they are talking about. Another audience member said he would not build a hangar if the airport is going to own it and then he has to lease it from the airport. An audience member asked about the length of the leases, and Rick Janisse said that it would be tailored to what works for the airport and the GA community. An audience member there should be all options available – some to lease, some to own.
- An audience member mentioned a crosswind runway that was shown on previous plans for the replacement airport, but is not shown on the more recent plans. This is a concern from a GA perspective, and he has witnessed significant crosswinds in the area of the proposed airport sites. Evan Barrett said the alternative the FAA ultimately recommends will take into account crosswinds, because the FAA requires 95% crosswind coverage. This will be discussed in the draft EIS. Rick Baird said that the FAA told the airport that wind data collected over 18 months did not show a need for a crosswind runway.
- Rick Baird said Kirk Dushane asked him to talk about the sage grouse issue associated with the proposed airport sites. During scoping, it was decided that sage grouse would be treated as a listed species in the EIS whether it was listed or not. The sage grouse impacts are still being evaluated as if it was a listed species. An audience member that has worked on this issue said that they have established that there are several hundred sage grouse with habitat on or near the



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proposed sites, and that these populations are one of two or three remaining significant populations in the State of Idaho. He said that the only reason that the sage grouse has not been listed is that it would cost the government too much to list it.

- Tie-down rates and snow removal requirements at the existing and replacement airports were discussed briefly. Scott Cary mentioned the possibility of shade ports, and some audience members expressed some interest.
- An audience member said they need some options to work so he can present them to the association memberships and have them come up with a collective "happy medium" option. Rick Janisse suggested that he send out information in a few weeks and send out to the GA community to initiate a discussion.
- An audience member mentioned that St. George hangar rentals are at \$0.18 per SF per year, and cannot get past that when comparing to the \$1.20 that is being discussed for the replacement airport. Rick Janisse said that the \$0.18 rate was used to entice several large box hangar people to move to the replacement airport, and Scott Cary said that the \$0.18 rate is being subsidized. Scott said that St. George Airport is not necessarily concerned with operating in the black the first few years. Rick Janisse said if there are some people with deep pockets in the community, they could pump some money into the GA hangars to achieve a similar result.
- An audience member said the options for hangar owners/lessees have to make economic sense, especially for those who are worried about their survivors who want to have something to pass on. Rick Janisse said building your own hangar is probably the best option from that perspective.

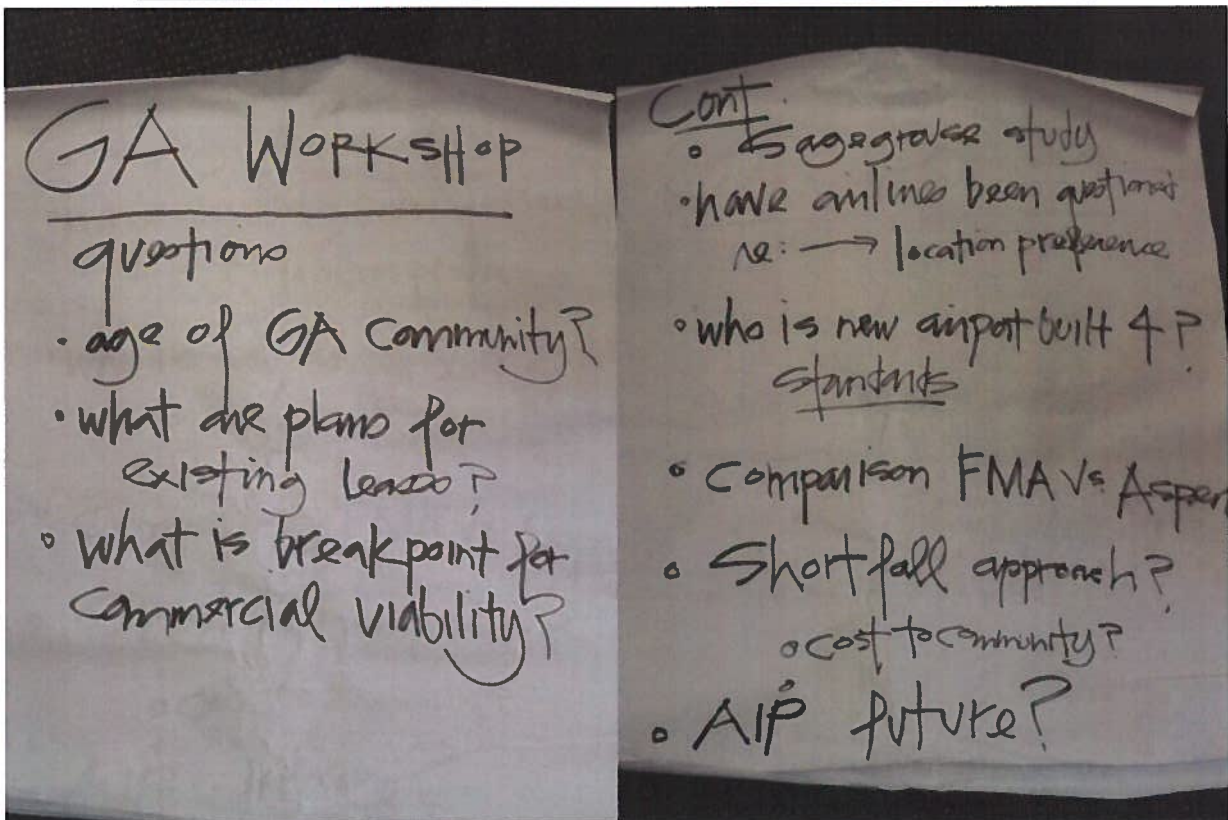
## Meeting Adjourns

### General Aviation Workshop – Photos





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# REPLACEMENT AIRPORT PROGRAM | SUN VALLEY

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## GENERAL AVIATION WORKSHOP

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April 7, 2011 | 5:30-7:30 PM  
Atlantic Aviation | 2230 Aviation Drive, Hailey, ID

### SIGN IN SHEET

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# REPLACEMENT AIRPORT PROGRAM | SUN VALLEY

## COMMUNITY VISIONING WORKSHOP II

April 6, 2011 | 6-8 PM

Wood River Community YMCA | 101 Saddle Road, Ketchum, ID

## GENERAL AVIATION WORKSHOP

April 7, 2011 | 5:30-7:30 PM

Atlantic Aviation | 2230 Aviation Drive, Hailey, ID

**CONTACT US** **RICK BAIRD:** [rick@flyfma.com](mailto:rick@flyfma.com) **MATT DUBBE:** [matt.dubbe@meadhunt.com](mailto:matt.dubbe@meadhunt.com)

### COMMUNITY VISIONING TEAM

#### : FRIEDMAN MEMORIAL AIRPORT AUTHORITY ▶

- Tom Bowman, Chairman
- Rick Baird, Airport Manager

#### : CITY OF HAILEY ▶

- Rick Davis, Mayor

#### : HART HOWERTON, Planners, Architects and Landscape Architects ▶

- Roland Aberg

#### : POWER ENGINEERS, Engineering ▶

- Linda Erdmann

#### : RMJ & ASSOCIATES, Aviation Management and Finance ▶

- Rick Janisse

#### : BLAINE COUNTY ▶

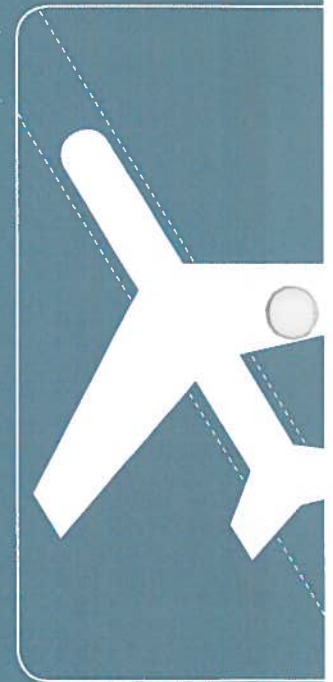
- Angenie McCleary, Chairman

#### : MEAD & HUNT, Aviation Planners, Architects & Engineers ▶

- Matt Dubbe
- Evan Barrett
- Scott Cary, Program Manager

#### : RUSCITTO / LATHAM / BLANTON, Architects ▶

- Nick Latham
- Michael Bulls



### WORKSHOP II GOAL

It is intended that the Community Visioning process provide guiding principles and objectives for future design efforts related to the replacement airport.

### WORKSHOP PUBLIC PARTICIPATION INFORMATION

- » For the Visioning Workshop, expect the facilitators to continue to focus the discussion on issues directly associated with visioning for the replacement airport.
- » For the GA Workshop, the discussion will focus on issues associated with making a smooth transition for continued GA operations at the replacement airport.
- » Be prepared to participate in small and large group discussions.
- » Snacks and refreshments provided.

## VISIONING DISCUSSION TOPICS TO GUIDE COMMUNITY INPUT

- **What should the Mission Statement be for the Replacement Airport?** – What statement would embody the ideals of the airport and surrounding communities from planning through operation?
- **Who should the Airport be designed for?** – Who will be its users and how does that affect how it is designed? Who else uses the airport and how might that affect its design?
- **Cultural Influences** – What local and regional cultural influences would be important to reflect in the design of the replacement airport? Areas to consider might include native cultures, regional architectural or landscape characteristics, traditional or non-traditional forms.
- **Transportation and Connections** – What forms of transportation should be incorporated? How much emphasis should be on public transit versus private transit? How about destination shuttle service? Where should systems connect to?
- **Program** – What special programmatic elements should be considered in a new airport design? What new amenities or land uses should be considered in the new airport that don't exist in the current airport?
- **Aesthetics and Design Expression** – If one were to think about the airport as a “gateway to the region,” what would make that “gateway” statement? What would be the most appropriate design expression for the new airport? Should the airport look like it belongs in the region, and, if so, how should that outward appearance be developed? How might that expression change as a response to the two alternative replacement site landscape settings? How might that expression be different from the airport's current location within the Wood River Valley? How might this expression change in winter versus summer or night time versus day time?



### HOMEWORK FOR APRIL 6TH:

Visit this website reference:

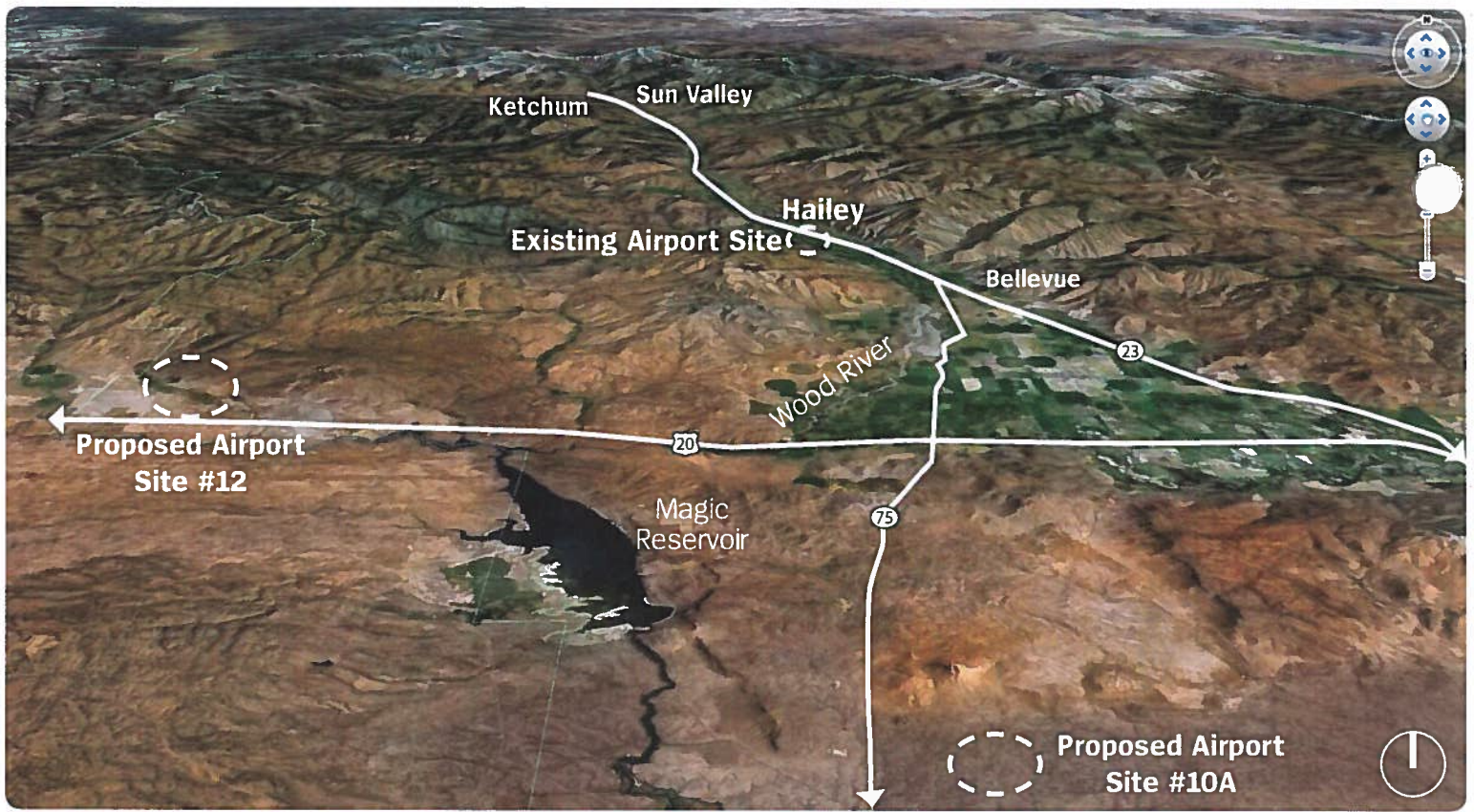
Replacement Airport Website: [flysvra.com](http://flysvra.com)

Read through the discussion topics above and formulate your responses and ideas.

### UPCOMING WORKSHOPS:

» Visit the Website for updates: [flysvra.com](http://flysvra.com)





## : REPLACEMENT AIRPORT QUICK FACTS ▶

### ▶ 1994 Master Plan Update recognized severe constraints on airport expansion options, including:

- » Runway to taxiway separations
- » Relationship of runways and taxiways to surrounding land use
- » Mountainous terrain limits approaches and departures

### ▶ Site Selection Study and Master Plan Update completed in 2006

- » Involved 25 stakeholder groups, ranging from local/state officials to business/community leaders
- » Evaluated 16 potential sites for a replacement airport
- » Airport Board selected a "preferred site" south of State Highway 20 and east of U.S. Highway 75 in southern Blaine County, commonly known as Site 10A

### ▶ The current options are:

- » Retain the existing site
- » Replacement Airport Site #10A
- » Replacement Airport Site #12

### ▶ Environmental Impact Statement begun in 2007

#### » Purpose & Need statement for a replacement airport

- FMAA has undertaken significant steps to maintain a safe and efficient aviation facility over the years.
- However, the significant limitations at the current airport site are clear, and their impact has been fully studied and documented in numerous analyses conducted over a period of years.
- Commercial and private aircraft utilizing Friedman Memorial Airport are larger than what it is designed for, and space constraints prevent the airport from being expanded and maintained to appropriate standards.
- The Airport is not efficient given head-to-head operations, the extent of diversions, and airfield operational restrictions.
- While significant effort has been expended to address design requirements, it is also clear that the Airport is not 'flexible and expandable, able to meet increased demand and to accommodate new aircraft types', and actions to address this capability would be costly and highly disruptive to the community.
- Given the physical constraints, the long-term viability of the existing airport site must also be questioned, at least the viability of the Airport to serve in its current role.
- In an official memorandum in April 2009, the manager of the FAA's Western Flight Procedures Office confirmed that technology cannot fix the operational limitations at Friedman Memorial Airport.
- As the Idaho Mountain Express reported: "The Federal Aviation Administration has cast a cloud over hopes for a brighter tomorrow for Friedman Memorial Airport. In a major decision that likely puts an end to hopes that inclement-weather landing approaches to Friedman Memorial Airport could be improved, the FAA has ruled that terrain surrounding the field is the permanent, immovable obstacle to lowering altitude minimums for approaches."
- Moreover, the potential of future FAA waivers is not an option since the agency has made it clear it will not issue future waivers on the types of safety-related criteria that inherently exist due to Friedman's location.
- An economic analysis conducted by Landrum & Brown indicates a replacement airport will produce a \$30 million annual positive impact, and 500 new jobs are projected as a direct result of a replacement airport.

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For discussion topics, background, details,  
and maps, go to ➔ [WWW.FLYSVRA.COM](http://WWW.FLYSVRA.COM)  
FMA Office: 208-788-4956

