**Chapter 4 Checklists**

The checklists in this downloadable file correspond to those published in Appendices A, B, C, and D of *ACRP Research Report 176.* This section corresponds to Appendix A. Assigned numbers (e.g., 4.2) indicate the sections of chapter text in which the report discusses the checklist contents. All of these checklists can be customized. For version control it is recommended that users keep an unchanged copy of the downloaded file and, after making changes to customize the tables, save the revised version under a different filename.

4.2 Airport Ownership

|  |  |  |
| --- | --- | --- |
| **Airport ownership options** | **Check to select** | **Notes** |
| ***Private?*** |  |  |
| Individual? |  |  |
| Family? |  |  |
| Corporation or partnership? |  |  |
| ***Public?*** |  |  |
| City or county? |  |  |
| Independent airport authority? |  |  |
| Port authority? |  |  |
| State? |  |  |

|  |
| --- |
| **Evaluation** |
| Benefits and limitations of the airport’s ownership structure and access to financial resources? |
| Conclusion: |

****

4.3 Management Structure

|  |  |
| --- | --- |
| **Airport management structure** | **Notes** |
| ***Who sets airport policy?*** |  |
| ***How is policy implemented?*** |  |
| ***Who creates the airport budget?*** |  |
| ***Who approves the budget?*** |  |
| ***Where does authority lie?*** |  |
| To engage in development? |  |
| To sign a deal? |  |
| To issue bonds? |  |
| ***How many employees per department?*** |  |
| ***Property/development manager?*** |  |
| ***Enabling/governing legislation?*** |  |
| ***Bond resolution/restrictions?*** |  |
| ***Rate covenants?*** |  |

|  |
| --- |
| **Evaluation** |
| Who will make decisions? |
| Who will implement initiatives? |
| How will enabling legislation and existing financial agreements/restrictions impact development? |
| Conclusion: |



4.4 FAA Grant Obligation Checklist

|  |  |  |  |
| --- | --- | --- | --- |
| **Grant obligations** | **Yes** | **No** | **Notes** |
| ***Airport?*** |  |  |  |
| Received federal funds? |  |  |  |
| Received state grants? |  |  |  |
| ***Land for development?*** |  |  |  |
| Aeronautical use on ALP? |  |  |  |
| Owned by airport? |  |  |  |
| Acquired with airport funds? |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **Non-aeronautical land** | **Yes** | **No** | **Notes** |
| Identified as such on ALP? |  |  |  |
| Released by FAA? |  |  |  |
| Acquired for noise mitigation? |  |  |  |
| ALP-required FAA environmental review? |  |  |  |
| **Evaluation** | | | |
| How do grant obligations currently apply to airport property? | | | |
| How do current grant obligations impact development choices and timelines? | | | |
| Conclusion: | | | |



4.5 ALP and Master Plan Checklist

|  |  |  |  |
| --- | --- | --- | --- |
| **Plan types completed** | **Check to select** | | **Notes** |
| ***Airport Layout Plan (ALP)?*** |  | |  |
| Update needed/planned? |  | |  |
| ***Airport Master Plan?*** |  | |  |
| **Plan area characteristics** | **Size in acres** | | **Notes** |
| **Existing** | **Future** |
| ***Total acreage in plan area?*** |  |  |  |
| Aeronautical acreage? |  |  |  |
| Non-aeronautical acreage? |  |  |  |
| **Planning year horizon** | **Check to select** | | **Notes** |
| Short-term (5 years)? |  | |  |
| Medium-term (10 years)? |  | |  |
| Long-term (20 years)? |  | |  |
| **Development Plan consistency** | **Check to select** | | **Notes** |
| ALP-designated aeronautical use? |  | |  |
| ALP-designated non-aeronautical use? |  | |  |
| Consistent with current development plans? |  | |  |
| **Plan mapping** | **Check to select** | | **Notes** |
| ***Runway protection zones (RPZs)?*** |  | |  |
| ***Runway and taxiway safety areas?*** |  | |  |
| ***Obstacle- and object-free zones?*** |  | |  |
| ***Noise compatibility (buffer) land on ALP?*** |  | |  |
| On Airport Master Plan? |  | |  |
| ***Noise contours?*** |  | |  |
| ***Future improvements identified?*** |  | |  |
| **Other** | **Notes** | | |
| ***Transportation network?*** |  | | |
| Is existing documented? |  | | |
| Planned future improvements? |  | | |

*(continued on next page)*

4.5 ALP and Master Plan Checklist (Continued)

|  |
| --- |
| **Evaluation** |
| Does the current airport ALP and/or Master Plan and associated information need updating? |
| Conclusion: |

****

4.6 Airport Strategic Business Plan/Budgeting

|  |  |  |  |
| --- | --- | --- | --- |
| **Strategic Business Plan** | **Check to select** | | **Notes** |
| ***Strategic Business Plan?*** |  | |  |
| Adopted before 2009? |  | |  |
| Due for review and update? |  | |  |
| ***Plan has multiple horizons?*** |  | |  |
| Short-term goals? |  | |  |
| Mid-term goals? |  | |  |
| Long-term goals? |  | |  |
| **Budgeting horizon** | **Yes** | **No** | **Notes** |
| Annual? |  |  |  |
| 5-year? |  |  |  |
| 10-year? |  |  |  |
| Longer? |  |  |  |
| **Capital improvement plan** | **Yes** | **No** | **Notes** |
| Annual? |  |  |  |
| 5-year? |  |  |  |
| Implements the Strategic Business Plan’s improvement program? |  |  |  |
| **Major capital improvements** | **Notes** | | |
| Facilities to be improved? |  | | |
| Improvements to existing facilities or new levels of service? |  | | |
| Revenue generation? |  | | |
| **Revenue and sustainability** | **Yes** | **No** | **Notes** |
| Revenue supports operations? |  |  |  |
| Revenue sustainable according to mid-term plan? |  |  |  |
| Revenue sustainable according to long-term plan? |  |  |  |
| If not, is airport projected to be self-sustaining in future? |  |  |  |
| **Public subsidy** | **Yes** | **No** | **Notes** |
| ***Publicly owned?*** |  |  |  |
| Dependent on government funding to operate? |  |  |  |
| ***Privately owned?*** |  |  |  |
| Recipient of public loans or grants? |  |  |  |
| *(continued on next page)* | | | |

4.6 Airport Strategic Business Plan/Budgeting (Continued)

|  |  |
| --- | --- |
| **Airport income proportions** | **Notes** |
| Revenue breakdown by source? |  |
| How might current proportions change? |  |
| Current development generating revenue? |  |
| **Evaluation** | |
| Is further business planning warranted? | |
| Are the current airport vision, development goals, and the path to reach those goals clear? | |
| Does the business plan help evaluate the airport development’s contribution toward future revenue? | |
| Conclusion: | |



4.7 Airport Business Segments

|  |  |  |  |
| --- | --- | --- | --- |
| **Major business sources/customers** | **Yes** | **No** | **Notes** |
| Freight/cargo? |  |  |  |
| Business passengers? |  |  |  |
| Leisure passengers? |  |  |  |
| Medical use? |  |  |  |
| Military base on the airport or nearby? |  |  |  |
| Educational? |  |  |  |
| Concessions? |  |  |  |
| Leases? |  |  |  |
| Through-the-fence? |  |  |  |
| Capacity issues? |  |  |  |
| Other? |  |  |  |
| **Evaluation** | | | |
| Compare the airport’s Strategic Business Plan (if available) to the list of businesses dependent on the airport. | | | |
| What commercial and/or industrial uses will make beneficial targets for development? | | | |
| What potential commercial and/or industrial uses can be ruled out? | | | |
| Conclusion: | | | |



4.8 Dominant Industry or Company

|  |  |  |  |
| --- | --- | --- | --- |
| **Dominant industries/companies** | **Notes** | | **Percentage of  airport revenue** |
| Industry/industries in area? |  | |  |
| Employer(s) in area? |  | |  |
| Company/companies in area? |  | |  |
| Manufacturer(s) in area? |  | |  |
| Military base(s) in area? |  | |  |
| Airport on base? |  | |  |
| Cargo hub? |  | |  |
| **Growth** | | **Notes** | |
| Market data shows industry growth? | |  | |
| Airport data shows use trends? | |  | |
| What benefits could be realized due to presence of dominant industry? | | | |
| How might the airport be able to diversify revenue over time because of the dominant industry’s presence? | | | |
| What are the risks, if any, due to the presence of the dominant industry? | | | |
| Conclusion: | | | |



4.9 Business Trends and Projections for Airport Revenue

|  |  |
| --- | --- |
| **Airport revenue by segment**  **(Last 5 years)** | **Notes** |
| ***Airport revenue trends?*** |  |
| Grown or contracted? |  |
| ***Airport revenue segments?*** |  |
| Which have grown continuously and will remain important? |  |
| Which have declined and are unlikely to attract development? |  |
| Any declining that may improve through development or airside improvements? |  |
| ***Major industry trend?*** |  |
| **Airport financial health** | **Notes** |
| ***Major customers lost or gained?*** |  |
| ***General financial status?*** |  |
| Profitable? |  |
| Stable with assistance? |  |
| Uncertain? |  |
| Weak/declining? |  |
| ***Recovery from recession impacts?*** |  |
| What elements traceable to Great Recession? |  |
| Has revenue increased?  Is financial recovery ongoing or complete? |  |
| What new strategies or initiatives are ongoing? |  |
| **Evaluation** | |
| What market segments are expected to grow? | |
| What market segments tied to significant airport revenue may decline? | |
| How does the airport’s current general financial status impact development plans in light of cost and risk? | |
| Conclusion: | |



4.10 Funds for Development

|  |  |
| --- | --- |
| **Airport or municipal funds** | **Notes** |
| Annual amount available? |  |
| **Funding sources** | **Notes** |
| ***Sources of funding?*** |  |
| Private? |  |
| Subsidy? |  |
| Operating income? |  |
| Feasibility of fee increases? |  |
| Potential budget adjustments? |  |
| ***Fund availability over 5 to  10 years?*** |  |
| ***Bonding capacity?*** |  |
| ***Capital markets/bank loans?*** |  |
| Availability? |  |
| Interest rates? |  |
| **Evaluation** | |
| What funds may be available for the development project immediately and over time? | |
| In light of available funds, is there a need for a joint venture partner or master developer? | |
| Is funding limited to the extent that further analysis is warranted? | |
| Conclusion: | |



4.11 Risk Tolerance for Development Projects

|  |  |
| --- | --- |
| **Risk tolerance factors** | **Notes** |
| ***Importance of guaranteed income?*** |  |
| ***Legal restrictions on risk?*** |  |
| Constraining laws/regulations? |  |
| Partnership/revenue-sharing limitations? |  |
| ***Assume market risk for return?*** |  |
| Long-term, detailed planning? |  |
| Pursue developer partnership? |  |
| **Evaluation** | |
| Does airport have broad financial support from governing agencies/partners enabling long-term investments with less certain returns but more income potential (high risk)? | |
| Can airport commit limited resources to increase income, but desires protection from market uncertainty (moderate risk)? | |
| Is the airport in a position to only seek stable income streams for minimal investment due to financial, legal or political reasons (low risk)? | |
| Conclusion: | |



4.12 Development Goals

|  |  |  |
| --- | --- | --- |
| **Factors for development** | **Check to select** | **Notes** |
| ***Excess unproductive land?*** |  |  |
| ***Jobs for local economy?*** |  |  |
| ***Additional revenue needed for long-term sustainability?*** |  |  |
| ***Additional income critical to operations?*** |  |  |
| ***Has airport identified revenue goals over time?*** |  |  |
| ***Goals for increased revenue?*** |  |  |
| Short-term goals? |  |  |
| Long-term goals? |  |  |
| ***Can airport remain financially sound between investment and return?*** |  |  |
| ***Developer proposal on the table?*** |  |  |
| Benefit to airport? |  |  |
| ***Growing market demand for commercial/industrial land?*** |  |  |
| **Evaluation** | | |
| Is the development interest motivated by objective for additional revenue over time (promising scenario) or for immediate shortfall (less positive scenario)? | | |
| Is the external initiative, whether driven by developer or government agency, in the best interest of the airport as far as revenue and sustainability? | | |
| Conclusion: | | |



4.13 Community Context

|  |  |
| --- | --- |
| **Local stakeholders** | **Notes** |
| ***Identify local stakeholders?*** |  |
| Public? |  |
| Private? |  |
| **Relationships with stakeholders** | **Notes** |
| ***Summarize relations with local stakeholders?*** |  |
| Local government? |  |
| County/state government? |  |
| Surrounding landowners? |  |
| ***Local industry advisory board?*** |  |
| ***Public involvement/other communication?*** |  |
| ***Viewed as economic asset by city or region?*** |  |
| ***Goals aligned with city and regional goals?*** |  |
| ***Friction related to operations, expansion, or noise?*** |  |
| ***Jobs directly and indirectly supported by operations?*** |  |
| Regional agency awareness of job support? |  |
| ***Other commercial/industrial developments in area?*** |  |
| Airport development viewed as competition? |  |
| **Evaluation** | |
| Is the community actively involved and supportive of development? | |
| Do little involvement and poor relations with the community warrant additional efforts to improve relationships/communication? | |
| Conclusion: | |



**Chapter 5 Checklists**

The checklists in this section correspond to those published in Appendix B of *ACRP Research Report 176.* Assigned numbers (e.g., 5.2) indicate the sections of chapter text in which the report discusses the checklist contents. All of these checklists can be customized. For version control it is recommended that users keep an unchanged copy of the downloaded file and, after making changes to customize the tables, save the revised version under a different filename.

5.2 Status of ALP (with or without Master Plan)

|  |  |  |
| --- | --- | --- |
| ***Status of ALP*** | **Notes** | |
| ***FAA-approved?*** |  | |
| Last updated? |  | |
| Land use plan adopted by ownership? |  | |
| ALP reflects current conditions (within 3 years or less)? |  | |
| **Content of ALP** | **Check to select** | **Notes** |
| ***Aeronautical uses?*** |  |  |
| AOA identified? |  |  |
| Short-range expansion needs identified? |  |  |
| Long-range expansion needs identified? |  |  |
| Existing facilities identified? |  |  |
| Future facilities identified? |  |  |
| ***Non-aeronautical uses?*** |  |  |
| Non-aviation land released by FAA? |  |  |
| Uses identified? |  |  |
| General categories? |  |  |
| Specific uses? |  |  |
| Buffer requirements delineated? |  |  |
| Adjacent land use identified? |  |  |
| **Community support** | **Check to select** | **Notes** |
| ALP publicly available? |  |  |
| Plan shared with stakeholders? |  |  |
| Plan addresses master plans of surrounding town and county? |  |  |
| **Evaluation** | | |
| What is the status of the ALP and required FAA review and approval? | | |
| Does the ALP content inform development planning decisions for short- and long-term land uses? | | |
| Has enough communication and outreach been conducted to generate appropriate community support? | | |
| Conclusion: | | |



5.3 Land Availability

|  |  |  |  |
| --- | --- | --- | --- |
| **Aeronautical development** | **Notes** | | |
| ***Size in acres?*** |  | | |
| ***Contiguous area?*** |  | | |
| Subdivision into parcels or smaller lots? |  | | |
| ***On- or off-airport?*** |  | | |
| ***Runway access?*** |  | | |
| **Non-aeronautical development** | **Notes** | | |
| ***Size in acres?*** |  | | |
| ***Contiguous area?*** |  | | |
| Subdivision into parcels or smaller lots? |  | | |
| ***On- or off-airport?*** |  | | |
| ***Proximity to airport?*** |  | | |
| ***Designated non-aeronautical on ALP?*** |  | | |
| **Availability reduction factors** | **Yes** | **No** | **Notes** |
| Owned by airport sponsor? |  |  |  |
| Clear title? |  |  |  |
| Deed restrictions? |  |  |  |
| Encumbered by easements? |  |  |  |
| **Evaluation** | | | |
| What is the extent of land available for development? | | | |
| What ownership of easement issues will have to be accommodated or eliminated to proceed? | | | |
| Conclusion: | | | |



5.4 Location and Access

|  |  |  |  |
| --- | --- | --- | --- |
| **Surface transportation connections** | **Check to select** | | **Notes** |
| Highway interchange access? If not, distance to nearest interchange? |  | |  |
| Arterial road frontage? |  | |  |
| Visibility from road frontage? |  | |  |
| Distance to city/town center? |  | |  |
| Access to regional centers? |  | |  |
| **Multi-modal transportation service** | **Yes** | **No** | **Notes** |
| Freight rail at airport? |  |  |  |
| Port or rail cargo access? |  |  |  |
| Rail or bus to airport? |  |  |  |
| Distance to mass transit? |  |  |  |
| **Market connections/quality-of-life metrics** | **Check to select** | | **Notes** |
| Access to industrial concentrations? |  | |  |
| Major residential areas nearby? |  | |  |
| Universities/colleges nearby? |  | |  |
| Hospitals/medical centers nearby? |  | |  |
| **Evaluation** | | | |
| How do these results indicate the airport is or is not well positioned to provide market strength or advantage through property development? | | | |
| Conclusion: | | | |



5.5 Physical Site Features

|  |  |  |  |
| --- | --- | --- | --- |
| **Net usable land area calculation** | **Acres** | | **Notes** |
| ***Gross acreage (A)?*** |  | |  |
| Wetland area? |  | |  |
| Steep slopes? |  | |  |
| Floodplains? |  | |  |
| Other features? |  | |  |
| ***Total land reductions (B)?*** |  | |  |
| ***Net usable land (A – B)?*** |  | |  |
| **Land characteristics** | **Area of concern?** | | **Notes** |
| **Yes** | **No** |
| Sloping or level? |  |  |  |
| Forested? |  |  |  |
| Developed/paved? |  |  |  |
| Agriculture? |  |  |  |
| Streams or water bodies? |  |  |  |
| Storm drainage/flooding? |  |  |  |
| Shallow bedrock? |  |  |  |
| Ponding/wetlands? |  |  |  |
| Soil conditions? |  |  |  |
| Seismic hazards? |  |  |  |
| **Environmental topics** | **Area of concern?** | | **Notes** |
| **Yes** | **No** |
| Former industrial use?  Potential contamination? |  |  |  |
| Threatened/endangered  species habitat? |  |  |  |
| Historical features on  or around site? |  |  |  |
| **Evaluation** | | | |
| Does the net usable land provide a reasonable development area? | | | |
| Are there development challenges that may add excessive expense and/or time for permitting? | | | |
| Could any other known characteristics add excessive cost or delay due to environmental regulations? | | | |
| Conclusion: | | | |



5.7 Infrastructure—Sanitary Sewer Systems

|  |  |
| --- | --- |
| **Available service, costs and challenges** | **Notes** |
| Public or private sewer service? Service provider? |  |
| Is land in the service area (confirmed by provider)? |  |
| Adjacent sewer main? |  |
| Length of needed sewer main construction? |  |
| Plant capacity/conveyance constraints? |  |
| Need for pump station? |  |
| Capacity reservation issues/costs? |  |
| Planned improvements? |  |
| Capacity needs estimate by type of development? |  |
| Demand vs. capacity shortfall? |  |
| **Evaluation** | |
| Is the site well positioned in terms of sanitary sewer service relative to access, capacity limitations, and cost? | |
| Conclusion: | |



5.8 Infrastructure—Stormwater Systems

|  |  |
| --- | --- |
| **Site-specific management** | **Notes** |
| Who is permitting authority? |  |
| Codes/ordinances requiring on-site detention before discharge? |  |
| Required filtration/treatment before discharge? |  |
| Basin requirements for multi-lot developments? |  |
| **Regional management** | **Notes** |
| Who is regional permitting authority? |  |
| Any capacity issues that prevent or limit discharge? |  |
| System improvements planned by regional authority? |  |
| Pre-treatment or buffer areas required in engineering design? |  |
| Access reservation cost? |  |
| Required payment amount for discharge into system? |  |
| **Evaluation** | |
| Do permitting issues seem manageable in light of project scope, funding availability, and risk tolerance? | |
| If not, what issues require further investigation with the help of a civil engineering consultant? | |
| Conclusion: | |



5.9 Infrastructure—Water

|  |  |
| --- | --- |
| **General evaluation** | **Notes** |
| Water demand based on proposed land use? |  |
| Public service/private on-site well? |  |
| Required filtration/treatment before discharge? |  |
| Basin requirements for multi-lot developments? |  |
| **Public water system**  **(if served by public system)** | **Notes** |
| Identify service provider? |  |
| Water service adjacent to airport land? |  |
| Identify supply source? |  |
| Supply/conveyance constraints? |  |
| Length of required water main extension, if any? |  |
| Capacity reservation costs/issues? |  |
| Planned improvements? |  |
| **Private water supply**  **(if served by private supply)** | **Notes** |
| Existing supply source/capacity? Well expansion required? |  |
| Groundwater contamination? |  |
| **Public/private system capacity** | **Notes** |
| Demand vs. capacity shortfall? |  |
| **Evaluation** | |
| Can water be safely and reliably supplied with adequate capacity and without excessive cost? | |
| If not, what are some cost-effective solutions or alternative land uses with reduced water service demand that can advance development plans? | |
| Conclusion: | |



5.10 Infrastructure—Power/Telecom

|  |  |
| --- | --- |
| **Identify utility providers** | **Notes** |
| Electric service? |  |
| Natural gas? |  |
| Telephone provider? |  |
| Internet service provider? |  |
| Fiber optic available? |  |
| **Service connection** | **Notes** |
| Distance to nearest electrical/gas connection? |  |
| Extension/connection funded by power company? |  |
| Requires underground installation or relocation? |  |
| **Capacity** | **Notes** |
| ***Utility capacity constraints?*** |  |
| Reliability issues? |  |
| Vulnerable to storms/flooding? |  |
| ***Needed improvements?*** |  |
| ***Planned improvements?*** |  |
| **Evaluation** | |
| Are utilities available and reliable, and do they have adequate capacity without excessive connection costs? | |
| If not, what are some cost-effective solutions or alternative land uses with reduced utility service demand that can advance development plans? | |
| Conclusion: | |



5.11 Surrounding Land Use

|  |  |  |
| --- | --- | --- |
| **Surrounding land use character** | **Check to select** | **Notes** |
| Urban? |  |  |
| Suburban? |  |  |
| Rural? |  |  |
| **Land use types and proximity to airport** | **Check to select** | **Notes** |
| Single-family residential? |  |  |
| Multi-family residential? |  |  |
| Local retail? |  |  |
| Regional retail/medical facilities? |  |  |
| Educational institutions? |  |  |
| Industrial? |  |  |
| Agricultural, recreation, open space/vacant? |  |  |
| **Future land uses** | **Notes** | |
| Types permitted by current zoning map? |  | |
| Types of future land uses in master plan? |  | |
| **Evaluation** | | |
| Are the proposed land uses compatible with existing and planned future development? | | |
| If not, what strategies can be used to increase community, political, and economic support? | | |
| Conclusion: | | |



5.12 Regulatory Constraints/Permitting

|  |  |  |
| --- | --- | --- |
| **FAA review and actions** | **Check to select** | **Notes** |
| ***Checklist to discuss FAA involvement w/FAA ADO?*** |  |  |
| Development generally? |  |  |
| Airport Master Plan? |  |  |
| Airport Layout Plan? |  |  |
| Exhibit “A” Airport Property Map? |  |  |
| FAA ARP SOP 3.00? |  |  |
| Lease terms? |  |  |
| ***Non-aeronautical use?*** |  |  |
| Land release? |  |  |
| ***Airspace review?*** |  |  |
| FAA Form 7460-1 Notice of Proposed Construction or Alteration? |  |  |
| **NEPA environmental review** | **Check to select** | **Notes** |
| ***Does NEPA apply?*** |  |  |
| ***If yes, which review applies?*** |  |  |
| Categorical Exclusion (CATEX) |  |  |
| Environmental Assessment (EA) |  |  |
| ***State-level legislation?*** |  |  |
| **Environmental** | **Check to select** | **Notes** |
| ***Contamination present?*** |  |  |
| Phase I Environmental Site Assessment (ESA) completed? |  |  |
| Phase II ESA completed? |  |  |
| ***Remediation plan approved?*** |  |  |
| ***Remediation completed?*** |  |  |
| ***Wetlands fill or crossing permits needed?*** |  |  |
| ***Floodplain encroachment permit?*** |  |  |
| ***Flood insurance needed?*** |  |  |
|  |  | *(continued on next page)* |

5.12 Regulatory Constraints/Permitting (Continued)

|  |  |  |
| --- | --- | --- |
| **Zoning/local approvals** | **Check to select** | **Notes** |
| Designated redevelopment area contains non-aeronautical land? |  |  |
| Local zoning applicable? |  |  |
| Regulating municipality? |  |  |
| Subject land zoning district(s)? |  |  |
| Permitted uses? |  |  |
| Rezoning required? |  |  |
| Minimum lot size? |  |  |
| Maximum height? |  |  |
| Parking requirements? |  |  |
| Maximum floor area ratio? |  |  |
| Building and lot coverage? |  |  |
| Site plan approval/special use permit? |  |  |
| Subdivision, land division, site condominium approval? |  |  |
| Variances needed? |  |  |
| Local cooperation likely? |  |  |
| Other approvals? |  |  |
| **Evaluation** | | |
| Does the permitting process seem manageable, or are there issues that may pose a significant challenge, delay or cost? | | |
| Will internal staff be able to manage the process, if moving forward, or will help be needed from a consultant? | | |
| Conclusion: | | |



5.13 Market Conditions

|  |  |
| --- | --- |
| **Real estate market analysis** | **Notes** |
| Vacancy rates (by percent)  Increasing/declining? |  |
| Absorption rates/trends? |  |
| Average rents? |  |
| Land/building sales prices? |  |
| Significant recent sales/leases? |  |
| Available space/land inventories? |  |
| Apparent growth sectors? |  |
| Estimate of market area for property? |  |
| Competing business park attributes? |  |
| **Evaluation** | |
| How does the market conditions assessment measure against the airport’s risk tolerance? | |
| If favorable, analyze real estate market information together with site condition assessment to consider accommodation (on available development sites) of uses with strong market demand. | |
| Conclusion: | |



5.14 Workforce Attraction

|  |  |  |
| --- | --- | --- |
| **Existing conditions** | **Check to select** | **Notes** |
| ***Training programs available?*** |  |  |
| ***Housing choices?*** |  |  |
| By income levels? |  |  |
| Both rentals and for sale? |  |  |
| Average costs? |  |  |
| ***Cost of living?*** |  |  |
| High? |  |  |
| Moderate? |  |  |
| Low? |  |  |
| ***School system available?*** |  |  |
| Adequate facilities? |  |  |
| Graduation rates? |  |  |
| College acceptance rates (%)? |  |  |
| ***Entertainment/cultural options?*** |  |  |
| ***Landscape/natural attractions/recreation?*** |  |  |
| ***Population trends?*** |  |  |
| Growing? |  |  |
| Declining? |  |  |
| ***Higher education facilities?*** |  |  |
| **Evaluation** | | |
| How does the area – and specifically the airport area – stack up against other development locations? | | |
| Conclusion: | | |



5.15 Local/Regional Context

|  |  |
| --- | --- |
| **Economic trends** | **Notes** |
| ***Unemployment rates/trends?*** |  |
| During Great Recession? |  |
| Since Great Recession? |  |
| Locally/regionally? |  |
| 5-year projections? |  |
| ***Job growth/decline?***  ***Sectors?*** |  |
| ***County/region population trends?*** |  |
| ***Employment trends by location?*** |  |
| ***Major employer growth trends?*** |  |
| **Growth/health of retail centers** | **Notes** |
| New projects?  Downtown/near airport? |  |
| Shuttered malls? |  |
| **Evaluation** | |
| What signs of local/regional economic strength and growth exist? | |
| What signs of local/regional economic decline exist? | |
| Any red flags? | |
| Conclusion: | |



5.16 Development Incentive Programs

|  |  |
| --- | --- |
| **Available incentives** | **Notes** |
| ***Regional programs?*** |  |
| Multiple programs available? |  |
| Geographic focus area? |  |
| Urban/disadvantaged areas? |  |
| Airport areas? |  |
| ***Program administrators?*** |  |
| Regional? |  |
| State? |  |
| City? |  |
| County? |  |
| ***Tax credits?*** |  |
| For investment? |  |
| For job creation? |  |
| For employee training? |  |
| County? |  |
| ***Expedited permits/approvals “shovel-ready”?*** |  |
| ***Eligibility criteria?*** |  |
| ***Incentive area includes airport?*** |  |
| ***Foreign Trade Zones (FTZs)?*** |  |

|  |
| --- |
| **Evaluation** |
| What programs are already in place that encourage on-airport development? |
| Are there other programs that would move forward with the investment of airport staff and financial resources? |
| Conclusion: |



**Chapter 6 Checklists**

The checklists in this section correspond to those published in Appendix C of *ACRP Research Report 176.* Assigned numbers (e.g., 6.3) indicate the sections of chapter text in which the report discusses the checklist contents. All of these checklists can be customized. For version control it is recommended that users keep an unchanged copy of the downloaded file and, after making changes to customize the tables, save the revised version under a different filename.

6.3 Preliminary Development Plan

|  |  |
| --- | --- |
| **Plan elements** | **Notes** |
| ***Land areas for certain development types?*** |  |
| General? |  |
| Specific? |  |
| **Plan elements** | **Notes** |
| ***Division of building lots?*** |  |
| Zoning Ordinance minimums? |  |
| Physical constraints increasing minimum area? |  |
| Range of sizes by land use? |  |
| Marketing data (demand)? |  |
| ***Estimated building yields?*** |  |
| ***Road construction?*** |  |
| Identify widths and lengths? |  |
| Identify new access roads? |  |
| ***Infrastructure?*** |  |
| ***Landscaping and amenities?*** |  |



6.6 Project Hard Costs

|  |  |  |
| --- | --- | --- |
| **Land costs** | **Notes** | |
| ***Recent purchase price?*** |  | |
| ***Book value?*** |  | |
| Appraisal? |  | |
| **Hard construction costs** | **Check to select** | **Preliminary cost estimates** |
| Earthwork/grading? |  |  |
| Road construction? |  |  |
| Utilities? |  |  |
| Building construction? |  |  |
| Landscaping and amenities? |  |  |
| Environmental remediation? |  |  |
| Off-site costs? |  |  |
| Demolition? |  |  |
| Contractor/construction management/contingency (as a percentage of hard costs)? |  |  |
| **Evaluation** | | |
| What is the total anticipated hard cost of development for the Proposed Development Plan? | | |
| Are there unknown costs for which additional research should be conducted and preliminary cost estimates developed? | | |
| Conclusion: | | |



6.7 Project Soft Costs

|  |  |  |
| --- | --- | --- |
| **Soft costs likely to be needed** | **Check to select** | **Preliminary cost estimates** |
| Title insurance? |  |  |
| Land planning and design? |  |  |
| Civil engineering? |  |  |
| Environmental consulting? |  |  |
| Traffic engineering? |  |  |
| Legal representation and advice? |  |  |
| Market studies? |  |  |
| Architecture? |  |  |
| Surveying? |  |  |
| Geotechnical analysis? |  |  |
| Project management? |  |  |
| Leasing or sale commissions? |  |  |
| Permits and approvals? |  |  |
| Application fees? |  |  |
| Performance bonds? |  |  |
| Required contributions to municipal facilities/impact fees? |  |  |
| Financing costs? |  |  |
| Carrying costs? |  |  |
| Operating expenses? |  |  |
| **Evaluation** | | |
| Create a total amount of anticipated soft costs for the proposed Development Plan. | | |
| Are there unknown costs that require further research and preliminary cost development? | | |
| Use final anticipated project hard and soft costs to create overall estimate of project costs. | | |
| Conclusion: | | |



6.8 Funding Sources and Typical Revenue Opportunities

|  |  |  |
| --- | --- | --- |
| **Funding sources** | **Check to select** | **Preliminary funding estimates** |
| Grants? |  |  |
| Bond proceeds? |  |  |
| FAA grants? |  |  |
| Government appropriations? |  |  |
| Investor contributions? |  |  |
| Loans? |  |  |
| **Revenue sources** | **Check to select** | **Preliminary funding estimates** |
| Ground rent revenue? |  |  |
| Land sale revenue? |  |  |
| Build-to-suit sales and fees? |  |  |
| Building or floor space rents? |  |  |
| Percentage of rents? |  |  |
| Equity participation? |  |  |
| **Evaluation** | | |
| Create totals for the anticipated revenue and the amount of financial resources available for the proposed plan. | | |
| Are there unknown revenue streams or funding sources that need further research and preliminary estimates before proceeding? What are they? | | |
| Conclusion: | | |



6.9 Miscellaneous Revenue

|  |  |  |
| --- | --- | --- |
| **Potential sources** | **Check to select** | **Estimated income** |
| Common facilities assessment? |  |  |
| Hotel room stays? |  |  |
| Parking fees? |  |  |
| Residential rents or sales? |  |  |
| Airport access fees? |  |  |
| Recreation area fees? |  |  |
| **Evaluation** | | |
| Create a total value of miscellaneous revenue for the proposed Development Plan. | | |
| If “unknown revenue” is anticipated to be a significant part of project revenue, it is recommended to add this as a line item and develop estimated numbers before proceeding. | | |
| Conclusion: | | |



6.14 Development Program Refinement

|  |  |  |
| --- | --- | --- |
| **Refinement options** | **Check to select** | **Notes** |
| Land use distribution? |  |  |
| Lot size and number? |  |  |
| Floor area? |  |  |
| Road alignment? |  |  |
| Avoid constraint areas? |  |  |
| Costs? |  |  |
| Timeline? |  |  |
| **Evaluation** | | |
| When was the last time the airport development plan was refined? Does the current plan reflect changes or new information? | | |
| Has the Pro Forma been re-run following refinement and updates to the Development Plan? | | |
| Conclusion: | | |



6.15 Internal Project Management Structure

|  |  |  |
| --- | --- | --- |
| **Relevant tasks for project manager** | **Check to select** | **Notes** |
| Presentation of development program to airport governance? |  |  |
| Refinement or direction of program? |  |  |
| Financial analysis? |  |  |
| Selection and coordination of consultants? |  |  |
| Management of the approval processes? |  |  |
| Negotiation with potential development partners? |  |  |
| Negotiation of lease terms with lessees? |  |  |
| Coordination and applications to FAA (if land-grant obligated)? |  |  |
| Review of assurances? |  |  |
| Construction oversight? |  |  |
| Marketing the property? |  |  |
| Community engagement? |  |  |
| Property management? |  |  |



6.16 Community Outreach Strategy

|  |  |  |
| --- | --- | --- |
| **Examples of considerations** | **Check to select** | **Notes** |
| ***History/challenges?*** |  |  |
| Frictions, even minor? |  |  |
| Issues of noise, safety, traffic? |  |  |
| Other issues? |  |  |
| Relationship with previous owner/authority? |  |  |
| ***Ongoing proactive efforts?*** |  |  |
| Outreach ongoing? If not, initiated before announcing development plans? |  |  |
| ***Fences to mend?*** |  |  |
| Conflicts to be resolved before publicizing development? |  |  |
| Established network of community leaders? |  |  |
| Means of collecting concerns and working to find common ground? |  |  |
| **Evaluation** | | |
| How is the airport’s existing relationship with the community? Are there any areas where it could be strengthened? | | |
| What ongoing efforts are being made to build and maintain community relationships? | | |
| What are the historic or current issues that cause conflict or concern? | | |
| Conclusion: | | |



6.17 Identifying Stakeholders

|  |  |  |
| --- | --- | --- |
| **Possible stakeholders** | **Check to select** | **Notes** |
| Neighborhood and homeowners’ groups? |  |  |
| Local and regional chambers of commerce? |  |  |
| Other business and industry organizations? |  |  |
| Local government agencies and officials? |  |  |
| County and state government agencies and officials? |  |  |
| Pilots’ organizations and airplane hobbyists groups? |  |  |
| Economic development departments and agencies? |  |  |
| School districts and higher education? |  |  |
| Youth groups? |  |  |
| Travel agencies and professionals? |  |  |
| Airport tenants? |  |  |
| Commercial aviation companies and trade groups? |  |  |
| **Evaluation** | | |
| How can the airport incorporate the listed stakeholders into (or further into) proactive outreach efforts? | | |
| How can the airport specifically reach out to these stakeholders in terms of the development plan and sharing the information with the public? | | |
| Conclusion: | | |



6.18 Creating a Message

|  |  |  |
| --- | --- | --- |
| **Potential benefits to airport** | **Check to select** | **Notes** |
| Jobs due to airport operations? |  |  |
| Jobs due to businesses tied to airport or nearby? |  |  |
| Income generated by jobs? |  |  |
| Indirect benefits to local businesses, such as hotels? |  |  |
| Businesses tied to airport add to property and payroll tax bases? |  |  |
| Investment by airport in facility improvements on- and off-airport? |  |  |
| Airport-sponsored activity/philanthropy in community? |  |  |
| **Evaluation** | | |
| How can the results of this checklist be crafted into a message that emphasizes common goals for community economic growth, and how will the airport’s Development Plan further those goals? | | |
| Would further study strengthen the case for that message? If so, what local organization may be a good fit to team with on that effort? | | |
| Conclusion: | | |



6.19 Outreach Portfolio

|  |  |  |  |
| --- | --- | --- | --- |
| **Internal techniques/resources** | **Check to select** | | **Notes** |
| ***Advisory board?*** |  | |  |
| Community representatives? |  | |  |
| Business groups? |  | |  |
| Elected officials? |  | |  |
| ***Community relations staff?*** |  | |  |
| ***Airport Master Plan?*** |  | |  |
| **External techniques/resources** | **Continue** | **Add** | **Notes** |
| Offer website information? |  |  |  |
| Publish newsletters (print, online)? |  |  |  |
| Offer airport tours? |  |  |  |
| Sponsor local events and organizations? |  |  |  |
| Offer scholarship and grants? |  |  |  |
| Offer programs for youth interested in aviation careers? |  |  |  |
| Send speakers to community groups? |  |  |  |
| **Evaluation** | | | |
| How can the listed techniques/resources be incorporated into a comprehensive community outreach strategy? | | | |
| Conclusion: | | | |



6.20 Revealing Project Plans to the Public

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Concern about development** | **Area of concern?** | | **Expert assistance needed?** | **Who could provide expertise?** |
| **Yes** | **No** |
| Land use compatibility issues? |  |  |  |  |
| Impacts to circulation (traffic)? |  |  |  |  |
| Noise? |  |  |  |  |
| Public safety? |  |  |  |  |
| Environmental impacts? |  |  |  |  |
| Project funding sources? |  |  |  |  |
| Consistency with local economic development goals? |  |  |  |  |
| **Evaluation** | | | | |
| Based on the results of this checklist, do issues or concerns exist that may generate controversy or require additional preparation before the airport holds public meetings or gains community support? What are they? | | | | |
| How can these concerns be effectively, proactively addressed? | | | | |
| Conclusion: | | | | |



6.21 Permits and Approvals

|  |  |  |  |
| --- | --- | --- | --- |
| **FAA actions (if grant obligated)** | **Check to select** | | **Notes** |
| ***ALP revision approval?*** |  | |  |
| ***Land release review?*** |  | |  |
| ***NEPA determinations for environmental review?*** |  | |  |
| Subsequent CATEX? |  | |  |
| Subsequent EA? |  | |  |
| Subsequent EIS? |  | |  |
| Air quality impacts? |  | |  |
| ***Lease review?*** |  | |  |
| Fair market value? |  | |  |
| Term limit? |  | |  |
| Renewal options? |  | |  |
| Reversions? |  | |  |
| ***Communication at start of development?*** |  | |  |
| ***Other?*** |  | |  |
| **Environmental permits**  **(federal, state, or local)** | **Permit required?** | | **Notes (including agency identification)** |
| **Yes** | **No** |
| Soil erosion? |  |  |  |
| Wetlands fill/crossing? |  |  |  |
| Coastal jurisdiction? |  |  |  |
| Remediation? |  |  |  |
| Floodplain encroachment? |  |  |  |
| Stormwater detention and discharge? |  |  |  |
| Water supply allocation or main extension? |  |  |  |
| Sewer system connection? |  |  |  |
| Contamination investigation and remediation? |  |  |  |
| Fish and wildlife/endangered species? |  |  |  |
| Solid waste management? |  |  |  |

(*continued on next page*)

6.21 Permits and Approvals (Continued)

|  |  |  |  |
| --- | --- | --- | --- |
| **Land use and zoning approvals (local or regional)** | **Approval required?** | | **Notes** |
| **Yes** | **No** |
| Zoning change? |  |  |  |
| Variance(s)? |  |  |  |
| Site Plan approval? |  |  |  |
| Subdivision approval? |  |  |  |
| Redevelopment area plan/agreement? |  |  |  |
| **Transportation**  **(state, county, or local)** | **Check to select** | | **Notes** |
| New or modified highway access? |  |  |  |
| Ramp or road expansion? |  |  |  |
| Intersection and signal improvements? |  |  |  |
| Road drainage? |  |  |  |
| Bus routing? |  |  |  |
| Transit station locations? |  |  |  |
| **Evaluation** | | | |
| Using the listed information, group the required permits into a matrix that includes the agency, permit type, documentation, consulting expertise and review times to streamline the process and keep things on track for development. (Table 1 in Chapter 6 of the guidebook provides an example; a blank template for a permitting matrix follows this checklist.) | | | |
| Conclusion: | | | |



Permitting Matrix

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Agency** | **Permit type** | **Documentation** | **Consulting** | **Review time** |
|  |  |  |  |  |
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6.22 Consulting Needs—Building the Project Team (Blank)

|  |  |
| --- | --- |
| **Title** | **Description** |
| *(Example)*  Land planner | *(Example)*  Airport master plan, development plan, approvals or variance testimony before Planning Board |
|  |  |
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**An example of a completed Project Team Components Checklist is provided in Table 2 in Chapter 6 of the guidebook.**



6.23 Incentives

|  |  |  |
| --- | --- | --- |
| **Incentives** | **Check to select** | **Notes** |
| ***Foreign Trade Zone (FTZ)?*** |  |  |
| ***Airport Development Zone – tax incentives?*** |  |  |
| Income tax credits? |  |  |
| Sales and use taxes? |  |  |
| ***Airport Development Zone – non-tax incentives?*** |  |  |
| Training programs? |  |  |
| Expedited permit processing? |  |  |
| Low-interest loans? |  |  |
| **Evaluation** | | |
| Does the information listed support the pursuit of incentives for airport development? | | |
| If not, what potential is there for the airport to start the conversation with federal and state officials about establishing incentives? | | |
| Conclusion: | | |



6.24 Funding and Financing

|  |  |  |
| --- | --- | --- |
| **Potential sources** | **Check to select** | **Notes** |
| ***Internal sources?*** |  |  |
| ***Grant and loan sources?*** |  |  |
| Regional economic development authorities? |  |  |
| State transportation aviation agencies? |  |  |
| FAA-sponsored Airport Improvement Program (AIP) grant? |  |  |
| Community stakeholders? |  |  |
| ***Appropriations?*** |  |  |
| ***Bonds?*** |  |  |
| General obligation? |  |  |
| Revenue? |  |  |
| ***Partners?*** |  |  |
| ***Value capture?*** |  |  |
| **Evaluation** | | |
| What funding sources are available, and in what amounts? | | |
| What timeline is recommended for each type of funding source? | | |
| Conclusion: | | |



6.25 Development and Partnership Strategies

|  |  |  |  |
| --- | --- | --- | --- |
| **Finding partners** | **Check to select** | | **Notes** |
| Professional networking? |  | |  |
| Professional real estate advisor? |  | |  |
| Economic development agency? |  | |  |
| **Evaluating partners** | **Yes** | **No** | **Notes** |
| ***Direct experience?*** |  |  |  |
| ***Airport experience?*** |  |  |  |
| ***References?*** |  |  |  |
| ***Investment capital?*** |  |  |  |
| ***Compatible goals?*** |  |  |  |
| Risk-sharing? |  |  |  |
| Investment returns? |  |  |  |
| Long-term objectives? |  |  |  |
| **Determining the deal** | **Addressed in deal?** | | **Notes** |
| **Yes** | **No** |
| ***Shares of investment?*** |  |  |  |
| Confirmed by third-party appraisal? |  |  |  |
| ***Percentage return?*** |  |  |  |
| ***Roles and responsibilities?*** |  |  |  |
| Airport? |  |  |  |
| Partner? |  |  |  |
| ***Split of excess profits and residual value?*** |  |  |  |
| **Evaluation** | | | |
| Based on these results, is it in the best interests of the airport to pursue self-financed development, a joint venture partner, or a master developer? | | | |
| If the airport is electing to work with a master developer, what will be included in the scope of tasks and  the RFP? | | | |
| Conclusion: | | | |



6.26 Marketing

|  |  |  |
| --- | --- | --- |
| **Marketing campaign elements** | **Check to select** | **Notes** |
| ***Branding?*** |  |  |
| Ties with airport identity? |  |  |
| Themed and recognizable? |  |  |
| ***Competitive advantage?*** |  |  |
| ***Community relations?*** |  |  |
| Officials active in community? |  |  |
| Business networking ongoing? |  |  |
| ***Advertising?*** |  |  |
| ***Media relations/social media?*** |  |  |
| Internal staff efforts? |  |  |
| Hired professional firm? |  |  |
| ***Point person?*** |  |  |
| Internal staff member? |  |  |
| Contracted broker or real estate advisory firm? |  |  |
| **Evaluation** | | |
| Based on these results and the checklists on market conditions completed in Section 5.13 (*see* Appendix B), what elements will be a part of the airport’s development project marketing? | | |
| Do any elements need to be refined before cost estimates are entered into the Pro Forma? | | |
| Conclusion: | | |



6.27 Construction Management/Property Management/Operation

|  |  |  |  |
| --- | --- | --- | --- |
| **Construction management responsibilities** | **Check to select** | | **Notes** |
| ***Development of bid documents?*** |  | |  |
| ***Construction contractor selection and approval?*** |  | |  |
| ***Construction oversight?*** |  | |  |
| Building code compliance? |  | |  |
| Soil erosion control? |  | |  |
| Noise ordinances? |  | |  |
| ***Safety Plan development  and oversight?*** |  | |  |
| ***Traffic Plan development and coordination?*** |  | |  |
| **Property management responsibilities** | **Area of concern?** | | **Notes** |
| **Yes** | **No** |
| ***Tenant liaison?*** |  |  |  |
| Monitor tenant for lease obligations? |  |  |  |
| Collect lease payments? |  |  |  |
| Manage tenant complaints/issues? |  |  |  |
| Coordinate tenant move-in and improvements? |  |  |  |
| Sign lease on owner’s behalf? |  |  |  |
| **Facility management**  **responsibilities** | **Area of concern?** | | **Notes** |
| **Yes** | **No** |
| ***Facility management?*** |  |  |  |
| Physical structures (inside, outside, common areas)? |  |  |  |
| Monitor service provisions? |  |  |  |
| Materials purchasing? |  |  |  |
| Ongoing contractor coordination for maintenance? |  |  |  |
| Maintenance quality monitoring? |  |  |  |

*(continued on next page*)

6.27 Construction Management/Property Management/Operation   
 (Continued)

|  |  |  |  |
| --- | --- | --- | --- |
| **Finance and administration responsibilities** | **Area of concern?** | | **Notes** |
| **Yes** | **No** |
| ***Finance and administration?*** |  |  |  |
| Budget preparation? |  |  |  |
| Regular reporting to owner? |  |  |  |
| Event coordination and leadership? |  |  |  |
| Hiring/managing employees? |  |  |  |
| Accounts payable and receivable? |  |  |  |
| Accurate documentation skills? |  |  |  |
| Compliance monitoring? |  |  |  |
| **Evaluation** | | | |
| Based on these results, how will development management responsibilities be assigned: by airport staff, an outside contractor, a development partner, or some combination? | | | |
| Does the construction management/property management strategy require refinement to the cost projections in the Pro Forma? | | | |
| Conclusion: | | | |



**Chapter 7 Checklists**

The checklists in this downloadable file correspond to those published in Appendix D of *ACRP Research Report 176.* Assigned numbers (e.g., 7.3) indicate the sections of chapter text in which the report discusses the checklist contents. All of these checklists can be customized. For version control it is recommended that users keep an unchanged copy of the downloaded file and, after making changes to customize the tables, save the revised version under a different filename.

7.3 Through-the-Fence Operations (Tier 4 Property)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Planning documents** | **Have** | **Need** | **Current** | **Needs updating** |
| Airport Layout Plan (ALP)? |  |  |  |  |
| Airport Master Plan? |  |  |  |  |
| Strategic Business Plan? |  |  |  |  |
| **TTF ordinance options** | **Check to select** | **Notes** | | |
| Airport adopts an ordinance? |  |  | | |
| Airport requests adoption of ordinance? |  |  | | |
| Airport adopts policy in lieu of ordinance? |  |  | | |
| **Primary management and compliance documents** | **Check to select** | **Notes** | | |
| Leasing/rents and fees policy? |  |  | | |
| Minimum standards? |  |  | | |
| Rules and regulations? |  |  | | |
| Development standards? |  |  | | |
| **Stakeholders and interested parties** | **Check to select** | **Notes** | | |
| FAA? |  |  | | |
| State aviation organization? |  |  | | |
| Airport sponsor? |  |  | | |
| Airport operators, tenants, and users? |  |  | | |
| Adjacent property owners? |  |  | | |
| Community? |  |  | | |
| Evaluation | | | | |
| Based on the benefits, complexities, and risks discovered in this evaluation, is TTF an option for airport development as a potential revenue generator? | | | | |
| What additional guidance (*see ACRP Report 114: Guidebook for Through-the-Fence Operations*) applies to this option for your airport? | | | | |
| Conclusion: | | | | |



7.4 Community Land Use Planning for Revenue Generation

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Local land use agencies** | **Authority** | | | **Key staff names/titles?** | |
| **Yes** | **No** | |
| City? |  | |  | |  |
| Township? |  | |  | |  |
| County? |  | |  | |  |
| Regional planning authority? |  | |  | |  |
| Other? |  | |  | |  |
| **Additional notes:** | | | | | |
| **Current land use around airport** | **Notes** | | | | |
| Identify zoning districts |  | | | | |
| Identify permitted uses in each district |  | | | | |
| **Future land uses** | **Notes** | | | | |
| Identify future land uses |  | | | | |
| Identify permitted uses |  | | | | |
| **Evaluation** | | | | | |
| What current and planned land uses fall into the destination zoning category? | | | | | |
| If none, which individuals can be approached to start a dialogue to change the planning framework to permit and encourage destination zoning uses near the airport? | | | | | |
| Conclusion: | | | | | |



7.5 Economic Development and Business Attraction

|  |  |  |
| --- | --- | --- |
| **Economic development activities by regional authorities or organizations** | **Notes** | |
| Local economic development corporation? |  | |
| Downtown development authority? |  | |
| Other public organization(s)? |  | |
| Regional economic development corporation? |  | |
| Local chamber of commerce or other membership organization? |  | |
| State economic development initiative? |  | |
| Other? |  | |
| **Current economic development initiatives** | **Check to select** | **Notes** |
| Tax incentives? |  |  |
| Shovel-ready development sites? |  |  |
| Labor force initiatives? |  |  |
| Community investments in quality-of-life features? |  |  |
| **Airport participation strategy** | **Notes** | |
| Attendance or active membership on development boards, commissions, organizations? |  | |
| Presentations to these organizations? |  | |
| Other ideas to participate in the community and promote economic development? |  | |
| **Evaluation** | | |
| Which current programs offer the opportunity for the airport sponsor to become involved in furthering economic development that will be beneficial for the airport and community? | | |
| If there are none, how can the airport sponsor convene interested parties to initiate the conversation? | | |
| Conclusion: | | |



7.6 Public Finance Tools and Airport Revenue Generation   
 Opportunities

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Revenue generation opportunities** | **Current practice?** | | **Permitted?** | |
| **Yes** | **No** | **Yes** | **No** |
| Tax increment financing (TIF)? |  |  |  |  |
| Special assessment district? |  |  |  |  |
| Business improvement district (BID)? |  |  |  |  |
| Transfer of development rights? |  |  |  |  |
| Connection fees? |  |  |  |  |
| Local income and payroll tax? |  |  |  |  |
| Sales tax/occupancy tax? |  |  |  |  |
| Land value tax? |  |  |  |  |
| Foreign Trade Zone (FTZ)? |  |  |  |  |
| Joint development? |  |  |  |  |
| Sale of airport services? |  |  |  |  |
| Access fees and privilege fees? |  |  |  |  |
| **Evaluation** | | | | |
| Do these results show promise for potential revenue generation for the airport? | | | | |
| Which opportunities, if any, will require political measures to enable implementation? | | | | |
| What additional guidance (*see ACRP Report 121: Innovative Revenue Strategies—An Airport Guide*) applies to the airport’s plans and goals? | | | | |
| Conclusion: | | | | |

