

PLAN FOR SUSTAINING



VERO BEACH

REGIONAL AIRPORT

EXECUTIVE SUMMARY | JUNE 2016



A Letter from The Director

The Vero Beach community has a long and proud tradition of supporting aviation and our airport, Vero Beach Regional Airport. From our early days with a 100-acre airfield backed by the local chamber of commerce, to a World War II Naval Air Station, to an airport with years of healthy aviation activity maintained by Piper Aircraft and FlightSafety International, we have created a strong foundation for sustaining our aviation heritage well into the future. Recently, we showcased the U.S. Navy's Blue Angels at the Vero Beach Air Show and welcomed new airline service with open arms. These recent achievements demonstrate our community's ongoing enthusiasm for the freedom of flight, the economic benefits of air commerce, and the simple love of aviation.

Our community recognizes the economic importance of general aviation. Many of our residents work and live near our thriving Airport. Small businesses, such as Sun Aviation, Corporate Air, Paris Air, C. J. Cannon's Restaurant, Dragonfly Boatworks, Oculina Bank, Walking Tree Brewery, Vero Marine, Airport Chevron, the near-by Historic Dodgertown, and many others, are located on or near the Airport, effectively serving as an economic hub for the community. Twice recognized by the Florida Department of Transportation as Airport of the Year, the Airport and its activities contribute an economic impact of over \$468 million each year to the community.

With a long-term goal of continuing to sustain the Airport without general tax support from the City and maintaining the Airport's economic viability, the City of Vero Beach developed a first-of-its-kind Sustainable Airport Master Plan. We listened to our local citizenry; held public meetings; engaged two volunteer citizens' panels; issued online surveys and regular mailings; reviewed results with federal, state, and local technical panels; and formalized a workable plan. In the end, our community of dedicated and conscientious people and businesses considered a varied and rapidly changing future to create a new vision for our Airport.

The City of Vero Beach and the Vero Beach Regional Airport are proud to present an engaging summary of our 20-year Sustainable Airport Master Plan. We're delighted that through this document you may begin to enjoy our beautiful community, our award-winning Airport, and the awe and wonder of aviation!

Cordially,



Ericson W. Menger
Executive Director

Vero Beach Regional Airport



Plan for Sustaining Vero Beach Regional Airport

In December 2013, the City of Vero Beach (the City) initiated an update to its 2000 Airport Master Plan for Vero Beach Regional Airport (VRB or the Airport) to revisit near-, mid-, and long-term regional aviation demand and update Airport facility needs to meet that demand. While the City, as owner and operator of the Airport, strives to provide safe and efficient facilities to meet the region's aviation needs, the City emphasizes operating the Airport in harmony with the community's aviation needs and its desired role for the Airport. As such, the updated plan, titled the Sustainable Airport Master Plan, reflects operating the Airport as a self-sustaining entity—a responsible steward of the Airport's resources: financial, energy, environmental, and community—and how these resources are integrated into the development of the Airport.

This document, a companion to the *Sustainable Airport Master Plan*, highlights the results of the sustainability planning process and outlines a roadmap for implementation. *The Plan for Sustaining Vero Beach Regional Airport* was funded through a grant from the Federal Aviation Administration (FAA) through its

Sustainable Master Plan Pilot Project. The FAA describes the intent of the Pilot Program as integrating sustainability—defined as the three core principles of (1) protecting the environment, (2) maintaining high and stable levels of economic growth, and (3) supporting social progress that recognizes all stakeholders' needs—into airport planning.

This plan includes:

- A vision statement that defines what a self-sustaining Airport means to VRB.
- Planning priorities (planning topics) and focused goals that express the aspects critical to being a self-sustaining Airport as identified in collaboration with Airport stakeholders.
- An overview of the Master Plan findings to meet aeronautical needs at VRB.
- A series of focused actions that move the Airport toward fulfilling its goals to remain a self-sustaining airport and a tool for tracking implementation of the focused actions.

Vision Statement: A Self-Sustaining Airport

A vibrant, forward-looking regional Airport serving the aviation industry and the public; an Airport that contributes to our local economy while honoring our historic and natural heritage.

Stakeholder Collaboration On Vision And Priorities

The *Plan for Sustaining Vero Beach Regional Airport* is the result of a collaborative effort among Airport stakeholders, including City and Airport staff, Airport tenants, a Master Plan Advisory Panel, and the members from the community. The planning team engaged stakeholders through public meetings and an online survey to develop a vision, planning priorities, and focused goals and actions to support VRB's self-sustaining ability.

Planning Priorities

The following priorities were defined with stakeholders to guide the development of the *Sustainable Airport Master Plan*.

OVERALL MASTER PLAN

- Planning within the regulatory framework
- Safety
- Fiscal responsibility

FINANCIAL RESPONSIBILITY

- Local economic driver
- Tenant businesses
- Sustainable economic base

COMMUNITY

- Community planning integration
- Community partnerships

ENERGY AND ENVIRONMENT

- Energy management
- Natural resources management



HIGHLIGHTS OF STAKEHOLDER INPUT

“Airport Today” Themes

- Income generator
- Jobs creator
- Flight school
- Makes commuting feasible

“Future Airport” Themes

- More businesses/tenants
- More jobs
- Scheduled commercial flights
- International airport

Sample Ideas for Future Actions

- Construct public bike paths
- Protect species habitat
- Add more public interest destinations
- Improve landscaping
- Widen roadways
- Prepare a strategic plan to market VRB
- Continue conversion to LED lighting
- Recycle asphalt grindings

Airport Master Plan

In preparing the *Plan for Sustaining Vero Beach Regional Airport*, the consultant team researched the potential future demand at VRB to estimate the type and timing for additional airport facilities and infrastructure needs. Recommended development of new facilities and infrastructure was guided by the future capacity and operational needs; existing environmental constraints; and development area priorities as established through a land use development strategy prepared as part of the Master Plan Update. The Master Plan analyses and development concepts were prepared concurrently with the development of complementary sustainability focused actions. This process resulted in a blended development plan for the Airport, consisting of aviation-related and nonaviation-related facilities that will be compatible with the natural resources present at the Airport. While the master planning analyses defined needs and potential growth alternatives, input from staff, local users, and the community helped shape the development plan.

FORECAST AVIATION ACTIVITY

Since 1996, aviation activity at VRB has generally been characterized by various segments of the general aviation market.

At the time these master plan forecasts were prepared and approved by the FAA, the focused goals and actions derived under this Plan for Sustaining Vero Beach Regional Airport had not been defined. Consequently, these forecasts do not include commercial airline activity (passengers or aircraft operations) as the Master Plan Update ultimately recommended under Sustainability Focused Action 1 (Develop a Strategy to Restore Scheduled Commercial Air Service). However, while the FAA approved forecasts discussed below do not include commercial airline activity, the facility development plan and resulting Airport Layout Plan do consider and protect for the restoration and long-term prosperity of commercial air service at VRB.

The itinerant aircraft activity at VRB is mostly driven by charter jets that fly visitors in and out of the Vero Beach area. Itinerant traffic is anticipated to continue growing as jet aircraft activity in the United States and the State of Florida continues to grow faster than the rest of the general aviation traffic. Local activity, consisting mostly of flight training with recreational activity also drives the operations at VRB. Overall, the drivers of the aviation activity at VRB are among the fastest growing in the industry. Therefore, activity at VRB is expected to grow at rates greater than the state and national averages.

Forecast of Based Aircraft and Aircraft Operations

| BASED AIRCRAFT | | | | | | |
|----------------------------|-------------|------|------------------------|-----------------------|-------|---------------------|
| YEAR | HELICOPTERS | JETS | SINGLE ENGINE AIRCRAFT | MULTI-ENGINE AIRCRAFT | TOTAL | AIRCRAFT OPERATIONS |
| HISTORICAL | | | | | | |
| 2013 | 4 | 5 | 154 | 49 | 212 | 185,699 |
| FORECAST | | | | | | |
| PAL 1 (2016-2020) | 4 | 6 | 176 | 56 | 242 | 206,000 |
| PAL 2 (2021-2025) | 4 | 7 | 193 | 62 | 266 | 221,000 |
| PAL 3 (2026-2035) | 4 | 9 | 233 | 76 | 322 | 257,000 |
| AVERAGE ANNUAL GROWTH RATE | | | | | | |
| 2013-2035 | 0.0% | 2.8% | 1.9% | 2.0% | 1.9% | 1.5% |

NOTE: *Planning Activity Levels (PAL) 1 through 3 represent levels of activity used as reference to plan developments at the Airport as the demand grows.*

SOURCES: Federal Aviation Administration Terminal Area Forecast, January 2014; Ricondo & Associates, Inc., January 2014.

PREPARED BY: Ricondo & Associates, Inc., January 2014.

AVIATION FACILITY NEEDS

Existing aviation facilities at the Airport were evaluated for their ability to meet forecast demand over the 10- and 20-year planning horizons, represented by PAL 2 and PAL 3 respectively. A need for additional aircraft storage (e.g., hangars, aprons) was identified, while other aviation facilities were determined to be sufficient to meet the future corporate and general aviation demand. In addition, some airfield improvements (taxiways, taxilanes) will be required to serve new aircraft storage facilities. Improvements needed to serve the future demand are included in the Airport Capital Improvement Program (CIP). In addition, the restoration of scheduled airline service at VRB could require specific airfield improvements, such as widening the main runway, upgrading the aircraft rescue and fire-fighting (ARFF) Index, and operational improvements (in the near-term) or capacity enhancements (in the long-term) to the passenger terminal facilities. These enabling projects were reviewed as part of the Sustainable Airport Master Plan and are also included in the CIP for VRB.

| AVIATION FACILITY | 10-YEAR PLANNING HORIZON (2025) | 20-YEAR PLANNING HORIZON (2035) |
|---|------------------------------------|------------------------------------|
| Airfield | SUFFICIENT* | SUFFICIENT* |
| Aircraft Storage | DEFICIT | DEFICIT |
| Terminal/Office Facilities | SUFFICIENT* | SUFFICIENT* |
| Vehicular Parking | SUFFICIENT* | SUFFICIENT* |
| Aircraft Rescue and Firefighting (ARFF) | SUFFICIENT* | SUFFICIENT* |

* While these facilities will be sufficient to serve the demand at VRB, the restoration of scheduled commercial service would increase the needs within the planning horizons.

SOURCES: Federal Aviation Administration, Terminal Area Forecast, January 2014; Ricondo & Associates, Inc., January 2014.

PREPARED BY: Ricondo & Associates, Inc., January 2014.

The capacities of the presently developed areas serving aviation demand at VRB are not sufficient to serve the future 20-year needs of the Airport. However, sufficient property is available to develop VRB in a sustainable manner to meet Airport needs while safeguarding the Airport's unique environmental constraints (e.g. water wells, protected species). Therefore, a holistic approach was taken to identify, and evaluate areas most favorable for serving VRB's aviation needs over the 20-year planning horizon. Development cores were defined as part of this analysis and preceded the development of alternatives to accommodate the long-term growth at VRB.

AIRPORT LAND USE CORES

- 1

AIRPORT COMMERCIAL VILLAGE (CORE 1)
Due to limited airfield accessibility, master planned development of retail/service uses was preferred for this core.
- 2

AIRPORT AVIATION CORE (CORE 2)
Ramp and hangar space will be maximized in that core in the short term to support existing tenants, in addition to improvements to accommodate scheduled air service in the short-term.
- 3

MIDFIELD AVIATION (CORE 3)
Development within the western half of this core is limited by Airport Traffic Control Tower line-of-sight considerations and will support sustainability initiatives such as a solar farm. Aeronautical facilities will be developed within the eastern half of the core.
- 4

AIRPORT NORTHEAST (CORE 4)
Due to existing environmental constraints and the lack of infrastructure, this core is reserved for future airport development.
- 5

AIRPORT NORTHWEST (CORE 5)
While limited infrastructure exists in this core, it will provide long-term development land for aviation facilities with airfield accessibility.
- 6

AIRPORT WEST (CORE 6)
This core is currently undeveloped with minimal infrastructure and will accommodate non-aeronautical development and support sustainability initiatives such as a solar farm.
- 7

AIRPORT WEST COMMERCIAL PARK (CORE 7)
This core is mostly leased and adequate to accommodate new aeronautical facilities in the short-term (until all parcels with airfield access are developed).
- 8

MOBILE HOME PARK (CORE 8)
While currently accommodating residential uses, this core could relieve the land-constrained Airport Commercial Village and Aviation Cores (Cores 1 and 2) in the future.
- 9

CITY UTILITIES (CORE 9)
This core currently serves the Water and Sewer Department.



Planned Airport Facilities and Infrastructure Improvements

To meet the future aviation needs, development priority was given to areas where infrastructure exists and is available to accommodate short-term developments. Some airfield improvements were identified to serve additional aircraft storage facilities. In addition, some considerations were given to protect the land needed to serve future scheduled air carrier facilities, as demand warrants it.

Aeronautical needs are currently served in the Airport Aviation, Midfield Aviation and West Commercial Park cores. The short- and mid-term aeronautical needs of the Airport will continue to be primarily accommodated in these cores. In addition to having some infrastructure already in place, the Midfield Aviation core offers the possibility to expand to the west and accommodate additional facilities, both for small and large aircraft.

Lastly, the development of Northwest core will allow the Airport to meet its long term aeronautical needs, with direct access to the two main runways. Few constraints were identified as part of the master planning studies for that core, and landside access could be provided through 43rd Avenue. This core was also identified as a potential site to build a larger commercial passenger terminal when the demand exceeds the capacity of the current facilities. The proposed aeronautical developments and associated airfield infrastructure are depicted below.

- 1 New aircraft aprons and hold pad
- 2 New aircraft hangars
- 3 Taxiway E extension and widening (East and West)
- 4 Runway 12R -30L widening
- 5 Rehab North Apron
- 6 Terminal upgrade for passenger service
- 7 Realignment Taxiway C
- 8 Rehab Taxiway B
- 9 Reconstruct Center Apron
- 10 Long-term commercial passenger terminal and aviation support facilities
- 11 Taxiway B extension
- 12 Runway 4-22 extension to 5,350 ft
- 13 Rehab Southwest Apron
- 14 Construct New T/Box hangars



Focused Goals and Actions

Eight (8) Focused Goals were developed to support four (4) key priorities established for VRB. Fourteen (14) Focused Actions supporting the eight Focused Goals for sustaining VRB were selected through a collaborative identification, evaluation, and prioritization process with Airport staff and tenants, Airport Commissioners and members of the community.

| PLANNING PRIORITIES | | FOCUSED GOALS |
|-------------------------------------|---|--|
| OVERALL MASTER PLAN PRIORITIES |  | Maintain an up-to-date Airport Layout Plan in compliance with FAA and Florida Department of Transportation (FDOT) regulations |
| |  | Maintain safe aircraft operations, giving consideration to uncertain federal funding |
| FINANCIAL RESPONSIBILITY PRIORITIES |  | Develop strategies to strengthen existing Airport businesses and attract new businesses to the Airport (See Airport Tenant Map on page 28) |
| |  | Offer competitive Airport rates and charges to local businesses (aeronautical and non-aeronautical) |
| |  | Evaluate utility development and other infrastructure needs to support existing tenants and candidate parcels identified for development |
| COMMUNITY PRIORITIES |  | Instill a sense of community pride in VRB |
| |  | Be an attractive destination airport |
| ENERGY & ENVIRONMENTAL PRIORITIES |  | Consider means to reduce energy use in a cost effective manner |

FOCUSED ACTION 1

Restore Scheduled Commercial Air Service

GOALS



**3,000
COMMERCIAL
PASSENGERS
IN 2015**

SOURCE: Airport Staff, February 2016.

Scheduled commercial air service was last offered in Vero Beach in 1996. A market/leakage study was conducted as part of the Master Plan Update. The air service development consultant estimated (based on 2014 data) that more than 2,000,000 passengers fly annually to and from the Airport catchment area (comprising of St Lucie, Indian River and Okeechobee Counties). Therefore, it was determined that the volume of the passenger travel demand could support scheduled commercial air service at VRB.

City staff, Airport staff and the Airport Commission launched a combined initiative to restore scheduled commercial air service to the Vero Beach community, which supports both the local and regional economies and the Airport's financial self-sufficiency.

On December 10, 2015, Elite Airways initiated scheduled commercial air service at Vero Beach Regional Airport. Elite Airways offers nonstop flights to Newark Liberty International Airport twice a week. This constitutes a major milestone for the City of Vero Beach and Indian River County. Airport staff will continue working through the following steps to sustain commercial air service at VRB.

ACTION ENABLING STEPS

Determine if Airport facilities can support commercial air service (completed as part of the master planning process).

Initiate discussions with airlines to establish relationships: identify key airlines that could serve Vero Beach Regional Airport and schedule headquarters meetings or teleconference calls with them; attend air service conferences to market VRB to commercial airlines. (partly completed)

Engage with local organizations, businesses, and resorts to garner support for the City's strategy to attract scheduled air carrier commercial service to VRB (and to support government grant requests).

Develop economic analyses (e.g., an economic impact study) and community support, including the Airport's role in attracting County-level target industries (see Strategy #2 of the Indian River County Economic Development [IRC ED] Action Plan.)

Submit a grant request as part of the Small Community Air Service Development Program to pursue scheduled air service and opportunities.

Assess change in requirements associated with upgrading the Airport's Title 14, Code of Federal Regulations, Part 139 (14 CFR Part 139) certification from Class IV to Class I to support scheduled commercial air service, and identify appropriate triggers to pursue upgrade.

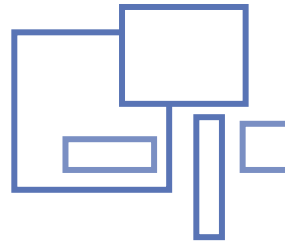
FOCUSED ACTION 2

Develop an Airport Land Use Strategy

Today, the Airport encompasses more than 1,700 acres of land and various on-Airport areas operate independently of one another. To ensure optimal development of that land, VRB would benefit from establishment of a long-term land use strategy. A viable land-use strategy is vital to supporting implementation of the City's long-term vision for the Airport. Such a strategy considers:

- Survey of available property listings.
- Assessments of infrastructure and utility needs for future development.
- Close coordination with the City's Planning and Development Department to ensure zoning consistency and the granting of aviation easements by surrounding property owners.
- A marketing plan that promotes new development as well as supports Airport businesses.

Existing Airport tenants are in favor of developing new retail and commercial establishments on the Airport. A well-defined land use strategy, supported by an internal and external marketing that highlights development opportunities and services offered by Airport businesses, would focus future development so that it furthers the character and self-sustainability of the Airport. Steps associated with this focused action include:



**4
CORES
INCLUDED
IN LAND USE
STRATEGY
(AS OF 2015)**

ACTION ENABLING STEPS

Develop long-term land-use strategy (completed as part of Airport Master Plan).

Participate in the Indian River County Chamber of Commerce's property listing database. Serve as a leader in the community by compiling property listing information defined by the Chamber.

Work with the City's Planning and Development Department to ensure that zoning is consistent with the Airport development plan, update on-Airport and natural heritage reserve zoning on the west side, and obtain aviation easements where needed.

Identify supporting utility and infrastructure needs for site development and establish a plan to bring utilities to future development sites.

Create "virtual" buildings for available properties and implement other enhancements to marketing materials to promote development.

GOALS



FOCUSED ACTION 3

Develop the Airport Commercial Village

GOALS



**5 PARCELS DEVELOPED
IN THE AIRPORT
COMMERCIAL VILLAGE,
AS OF 2015**

The City is described in its Vision Plan as a “community of neighborhoods with key commercial districts.” Currently, the easternmost commercial district is Downtown. The Airport Commercial Village will be located along Aviation Boulevard and would function as a key commercial district serving not only Airport users, but also the Vero Beach community by offering a broad variety of businesses otherwise not available in the area. Developing the Airport Commercial Village would maximize the potential of that area, which could otherwise remain unleased or could become under-developed without considerations for consistency or locating complementary businesses in the area.

In addition, development of the unleased areas in the Airport Commercial Village (Core 1) would help increase the Airport’s non-aeronautical revenues, further securing the Airport’s ability to remain self-sustaining. The strategic location of the Airport Commercial Village has already enticed businesses to open or expand in that core, including Oculina Bank, Dragonfly Boatworks, and the Walking Tree Brewery. To serve vehicle traffic, a gas station opened along Aviation Boulevard and Airport Drive. The Airport Commercial Village could be mutually beneficial to its surrounding tenants and businesses, such as Piper Aircraft Inc., FlightSafety Academy, and Historic Dodgertown.

ACTION ENABLING STEPS

Increase vehicle traffic on Aviation Boulevard through roadway improvements, signage, and pedestrian improvements to increase exposure to retail development. (See Focused Action 4.)

Enhance alternative modes of access to the Airport Commercial Village, such as pedestrian and bicycle accessibility, and consider Airport education themed signage to promote the Airport setting.

Promote retail businesses located along Aviation Boulevard to the public and to flight students.

Maintain a restaurant in the terminal building and meet tenant food/beverage needs throughout the Airport Commercial Village by providing a coffee shop, for example.



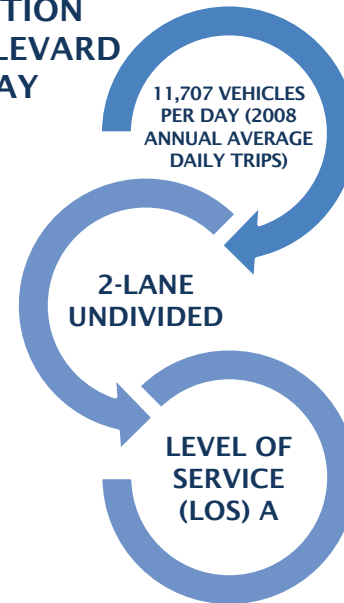
FOCUSED ACTION 4

Improve Aviation Boulevard

Aviation Boulevard is the gateway and the primary access to the Airport for the Vero Beach community. Aviation Boulevard presents an opportunity to enhance the east-west traffic flow in the Vero Beach area by serving as a bypass to congested downtown roadways while granting Airport users quick ingress and egress. With strategic improvements facilitating the increased use of Aviation Boulevard, community exposure to Airport businesses, and existing and planned improvements, such as the Airport Commercial Village, would be enhanced.

Improvements identified under this Focused Action include enhanced signage for Airport businesses, enhanced roadways in the evolution toward a Complete Street^{1/} design, and enhanced signalization as a Complete Street. Aviation Boulevard will provide safe access to users, including pedestrians and bicyclists, while being convenient for drivers through improved flow management. These improvements will reinforce the use of Aviation Boulevard as a natural alternative to congested downtown routes, thereby improving the community level of service throughout the roadway network.

AVIATION BOULEVARD TODAY



ACTION ENABLING STEPS

Improve Aviation Boulevard to be a Complete Street for the community.

Continue signage enhancements at Airport entrance and for Airport businesses.

Improve signal timing and assess benefits of adding new signals along Aviation Boulevard to optimize traffic flows (e.g., at Piper Drive, FlightSafety Drive).

^{1/} Complete Streets are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities (National Complete Streets Coalition).

GOALS



FOCUSED ACTION 5

Consider the Use of Airport Property for Generation of Renewable Energy

ENERGY
SOURCES
2015



100%
NONRENEWABLE

Renewable energy projects, such as solar panel arrays, can be an environmentally friendly method to generate energy. Not only do renewable sources minimize environmental impacts associated with traditional energy sources, they also help increase resiliency in the face of unstable utility fees and service disruptions. Furthermore, they often cost less than traditional energy sources in the long term.

Airports, with their large tracts of open land, can be ideal locations for renewable energy generation from sources such as solar arrays. In addition to the financial benefits, solar panel arrays provide a visible demonstration to Airport businesses and the community of the City's commitment to responsible stewardship of financial and natural resources.

Other opportunities for renewable and alternative energy projects may further increase the attractiveness of the Airport and support its tenants. Access to energy sources, such as natural gas, may reduce tenant utility costs while attracting new businesses.

ACTION ENABLING STEPS

Assess the viability of a solar installation on Airport property.

Promote awareness among Airport businesses of the availability of alternative energy sources. For example, provide information on future service and the availability of service if natural gas utility infrastructure is developed. Awareness promotion activities include giving a presentation on access to natural gas during a tenant meeting or disseminating informational flyers.

Monitor interest in installing an electric vehicle charging station at the Airport so that Airport management is able to move forward if an opportunity/interest arises. For example, a tenant may be considering the addition of electric vehicles to its fleet, or market-driven demand may be identified for an electric vehicle charging station in the community.

GOALS



FOCUSED ACTION 6

Market Vero Beach Regional Airport

VRB ECONOMIC IMPACTS (2014)



SOURCE: FDOT Economic Impact Study, 2014.

To support VRB's continued self-sufficiency and Indian River County's regional economic marketing priority, Airport staff will enhance the marketing of developable parcels. Successful marketing will build on other Focused Actions, including the development of a Land Use Strategy, improvements to Aviation Boulevard, and development of the Airport Commercial Village. A comprehensive development strategy supported by effective marketing channels and materials would help align Airport marketing efforts with County economic priorities. Indian River County and the Chamber of Commerce recently completed an economic development plan (the IRC ED), which included strategic positioning, target industry assessment, and an action plan to assess Countywide opportunities and efforts. Synergies between the strategies formulated in the IRC ED and the marketing efforts conducted by Airport staff were identified. Synergistic marketing opportunities for VRB are outlined in the action-enabling steps below and should be coordinated with the County as opportunities arise.

ACTION ENABLING STEPS

Promote new Airport businesses to existing tenants (to facilitate potential business synergies) and to the community. Consider the use of the Airport website and links to the Chamber of Commerce site and alignment with the IRC ED Action Plan.

Integrate Airport development opportunities with regional efforts led by the Chamber of Commerce and defined in the IRC ED Action Plan.

Increase community participation in, and awareness of the Air Show and Aviation Day to foster community support and understanding of the Airport.

Attend industry conferences and marketing events to promote Vero Beach Regional Airport.

GOALS



FOCUSED ACTION 7

Promote the Airport as a Business-Friendly Place

OVERALL SATISFACTION WITH VRB (2015)



SOURCE: Airport Tenant survey, April 2015.

To support the pursuit of attracting new businesses to the Airport and retaining existing businesses, Airport staff promotes the Airport as a business friendly and thriving environment. Actively engaging Airport tenants will yield opportunities to support and strengthen these businesses. This Focused Action aligns with the IRC ED Action Plan priority of focusing on business retention and expansion.

Retaining and supporting existing businesses is a primary goal of Airport staff. Ensuring that the needs of these tenants are met is vital to their success. Through a periodic reassessment of the business environment at VRB, and through external benchmarking, Airport staff can ensure that tenants are provided with a superior place for their businesses.

ACTION ENABLING STEPS

Conduct periodic surveys of Airport users to identify interests and needs such as desired amenities, changes in tenant needs, satisfaction, perceptions of rates and charges, to help Airport staff anticipate emerging tenant issues and concerns. Consider opportunities to align with the Indian River County Economic Development Action Plan business retention goals and objectives.

Attend conferences and marketing events to assess offerings at other airports that could be beneficial at VRB.

Conduct periodic benchmarking surveys and outreach to peer airports to assess offerings and assess applicability to VRB.

Enhance the appeal of Airport business properties and future development potential by addressing challenges with uneven landscaping practices among tenant facilities (e.g., enforce existing leasehold requirements; develop a policy and consider promoting xeriscaping [drought tolerant]/low-maintenance vegetation in the policy; and consider actions for noncompliance).

Leverage the Airport website to share information about Airport businesses.

Convene routine periodic (e.g., annual) meetings with individual tenants or town hall meetings to collect input from tenants and discuss/identify opportunities to enhance the Airport's support of tenant businesses.

FOCUSED ACTION 8

Maintain Competitive Rates and Charges

With a focus on strengthening the competitive position of VRB, Airport lease rates and charges must be attractive to potential Airport businesses and reflect fair market value. Airport staff will conduct a benchmarking study of comparable airports and survey the Vero Beach business community to gain insight into the competitive position of VRB and transparently aid in the identification of fair market value for Airport leases.



1
ENTITIES
BENCHMARKED
AS OF 2015

ACTION ENABLING STEPS

Compile rates and charges information from FDOT rates and charges studies and other Industry sources.

Benchmark rates and charges at comparable airports (size, type of activity, etc.), and consider including airports not included in the FDOT rates and charges studies.

Conduct a market survey of local business stakeholders to understand local/non-airport leasing opportunities, and if an on-Airport location is the “best fit” for their businesses. Also consider comparability of local market rates and Airport leases to ensure that Airport fees are affordable in the community context.

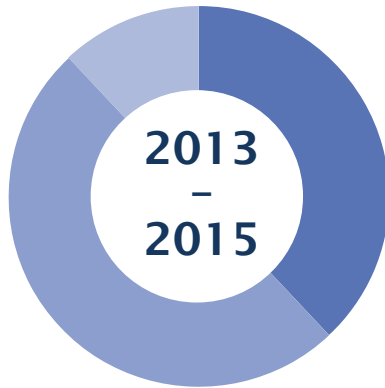
Using information compiled in the steps above, review and update VRB rates (as necessary) and charges annually.

GOALS



FOCUSED ACTION 9

Track Funding Sources and Trends



Revenues generated by Airport businesses and aviation activity are supplemented by state and federal grant funds to maintain Airport operations. Airport staff will track the overall composition of funding sources to establish a functional understanding of trends and influences on year-to-year fluctuations, and also on a 3-year rolling period to ensure that fluctuations caused by the programming of large capital projects do not skew the results.

In 2013, the FAA proposed the closure of 149 airport traffic control towers because of budgetary constraints. Although the closures did not occur, the need to be as financially self-sustaining as possible was reinforced, as budget constraints will continue to be a source of concern at the federal, state, and local levels.

ACTION ENABLING STEPS

Code funding sources by Airport revenues, local, state, and federal, and update annual and three-year rolling data annually.

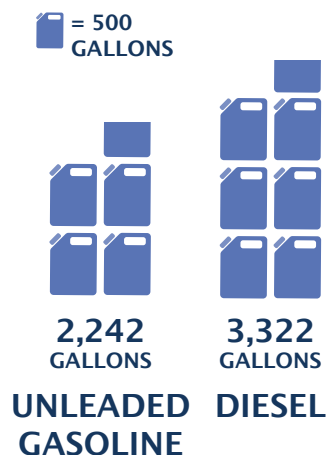
GOALS



FOCUSED ACTION 10

Track Energy Consumption

Energy consumption at airports is often complex given a campus setting with multiple buildings of varying ages and systems operated by different tenants. Airport staff will enhance the understanding of energy consumption at Airport-managed facilities by periodically reviewing energy use by facility. Enhanced familiarization with energy use and trends will support development of energy standards and goals as new facilities are built. Long-term familiarization will aid in the identification of changes in trends and unexpected energy use fluctuations (e.g., early identification of system problems).



SOURCE: Airport Records, 2015.

ACTION ENABLING STEPS

Conduct periodic reviews of energy use for City-managed building and facilities (such as the airfield). Consider the effect of energy efficiency improvements, such as use of LED airfield lights and sensor lights in the terminal building, on energy use trends through annual notations of energy use and energy efficiency projects deployed during the past year.

GOALS



FOCUSED ACTION 11

Update and Improve Airport Guiding Documents



3 REPORTABLE INCIDENTS AND ACCIDENTS

0 MINOR ERRORS REPORTED

SOURCE: Airport Records, 2015.

The Airport supports a large student pilot population. Although the FAA requires airports to collect data on incidents and accidents, such as runway incursions or wildlife strikes, small errors that do not rise to the level of FAA reporting requirements or fall outside of the aircraft movement area arise as recreational pilots routinely operate on airport and student pilots learn the complexities of operating on an airfield. Ongoing tracking of airfield incidents and accidents will shape future training needs as trends are identified and will provide situational learning experiences for Airport users. Therefore, this focused action expands current incident and accident reporting practices to capture minor pilot errors to enhance pilot awareness throughout the Airport.

ACTION ENABLING STEPS

Identify whether or not comprehensive data is being reported. For example, consider data on minor student pilot errors that may not be reportable in accordance with federal guidance, but, if reported, tracked, and acted upon in a timely manner, could provide valuable feedback to student pilots, recreational users, and flight school trainers.

Consider annual pilot roundtable to identify patterns/sources of incidents at VRB.

Develop a program or process, in collaboration with Airport tenants, to proactively review incident and accident data, share the data with all flight school trainers and other Airport users, and collectively identify trends of concern.

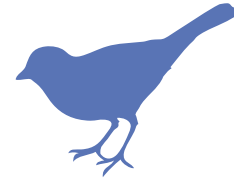
GOALS



FOCUSED ACTION 12

Enhance Wildlife Management

Wildlife can pose a safety hazard to aircraft operations. Undeveloped areas on and near an airfield occasionally provide suitable habitat for species, so airport operators must often implement measures to deter wildlife from the airport operating environment. The FAA provides guidance to airport operators on measures to manage wildlife and wildlife attractants at airports. In addition to addressing safety issues, VRB management and staff have an opportunity to recognize habitat and species that coexist in harmony with Airport operations and engage the community on the habitat benefits offered at the Airport as well as the safety issues wildlife can pose.



1 WILDLIFE STRIKE IN 2014

SOURCE: Airport Records, 2015.

ACTION ENABLING STEPS

Develop a Wildlife Habitat Management Plan (mandatory).

Develop a Habitat Conservation Plan (mandatory).

Develop messaging for the public about wildlife at the Airport. Consider discussion of hazards that wildlife present to aircraft operations, identify the types of habitat and species that are not threatening to the safety of airfield operations, and identify actions that Airport management and staff routinely take to protect habitats. Place messaging in publicly accessible areas, such as near restaurants and trails/walks in the Airport vicinity.

GOALS



FOCUSED ACTION 13

Recycle Construction / Development By-products

GOALS



100%



**OF ASPHALT REMOVED
WAS STORED FOR
REUSE AT VRB IN 2014**

SOURCE: Airport Records, 2015.

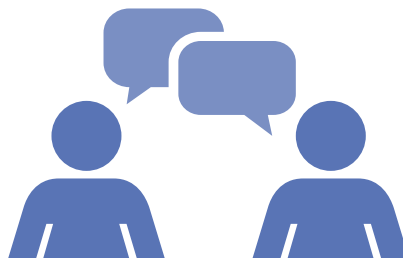
Recycling is not only cost effective compared with disposal and new material purchases, it also reduces the demand for nonrenewable natural resources, reduces fuel use and vehicle emissions associated with hauling asphalt, and keeps the material out of landfills. For example, asphalt at the Airport is currently recycled onsite, and it is planned that this practice will continue in the future. Asphalt is 100 percent recyclable and can be recycled onsite by storing millings from a project and reusing them for the same or a future project.

FOCUSED ACTION 14

Proactively Coordinate with Planning Agencies

Proactive coordination with regulatory agencies (e.g., the FAA and FDOT) and oversight committees (e.g., the Airport Commission) is essential to effective Airport planning, development, and ongoing operation of VRB. A proactive coordination process facilitates consistency with state and federal guidelines and regulations and fosters community backing to support project readiness.

Proactive coordination with the FAA, FDOT, the Indian River County Metropolitan Planning Organization (MPO), and the City of Vero Beach Planning and Development Department, among others, will facilitate the approval, programming, and funding of Airport projects.



ONGOING COORDINATION WITH 4 AGENCIES: FAA, FDOT, IRC MPO AND FWS

FAA: Federal Aviation Administration

FDOT: Florida Department of
Transportation

IRC MPO: Indian River County Metropolitan
Planning Organization

FWS: U.S. Fish and Wildlife Service

NOTE: As of 2015.

ACTION ENABLING STEPS

Convene periodic, routine meetings with the FAA and FDOT to review plans, upcoming projects, and the current Airport Layout Plan (ALP).

Maintain an up-to-date ALP to facilitate meetings with regulating and planning agencies, such as the FAA, FDOT, and other federal, state and local agencies. The ALP should be current prior to any capital expenditures.

Report updates to Airport Commission.

GOALS



Proposed Non-Aeronautical Airport Improvements

Several of the Focused Actions include development of facilities and infrastructure at the Airport and are included on the Airport Layout Plan to supplement planned developments that will serve future aviation demand.

The Airport Commercial Village, combined with the improvements of Aviation Boulevard, provide an opportunity to develop non-aeronautical businesses at VRB with synergies between compatible businesses. Some unleased parcels at VRB were identified as parcels with potential aeronautical or non-aeronautical uses. Because of these parcels location and because of size constraints, aeronautical uses could be limited to certain types of aviation demand (limited to small to mid-size general aviation aircraft). Should this demand not materialize or be better serve within other parcels, these parcels could be developed for non-aeronautical purposes.

In addition, three sites were identified to accommodate solar farm developments. These sites could be developed with a private partner and/or in multiple phases.

Any non-aeronautical developments like those shown here or others that may be proposed should be closely coordinated with Airport management and staff to ensure they are compatible with and non-impacting to existing and planned airport/aircraft operations and development.

1


2

3

4

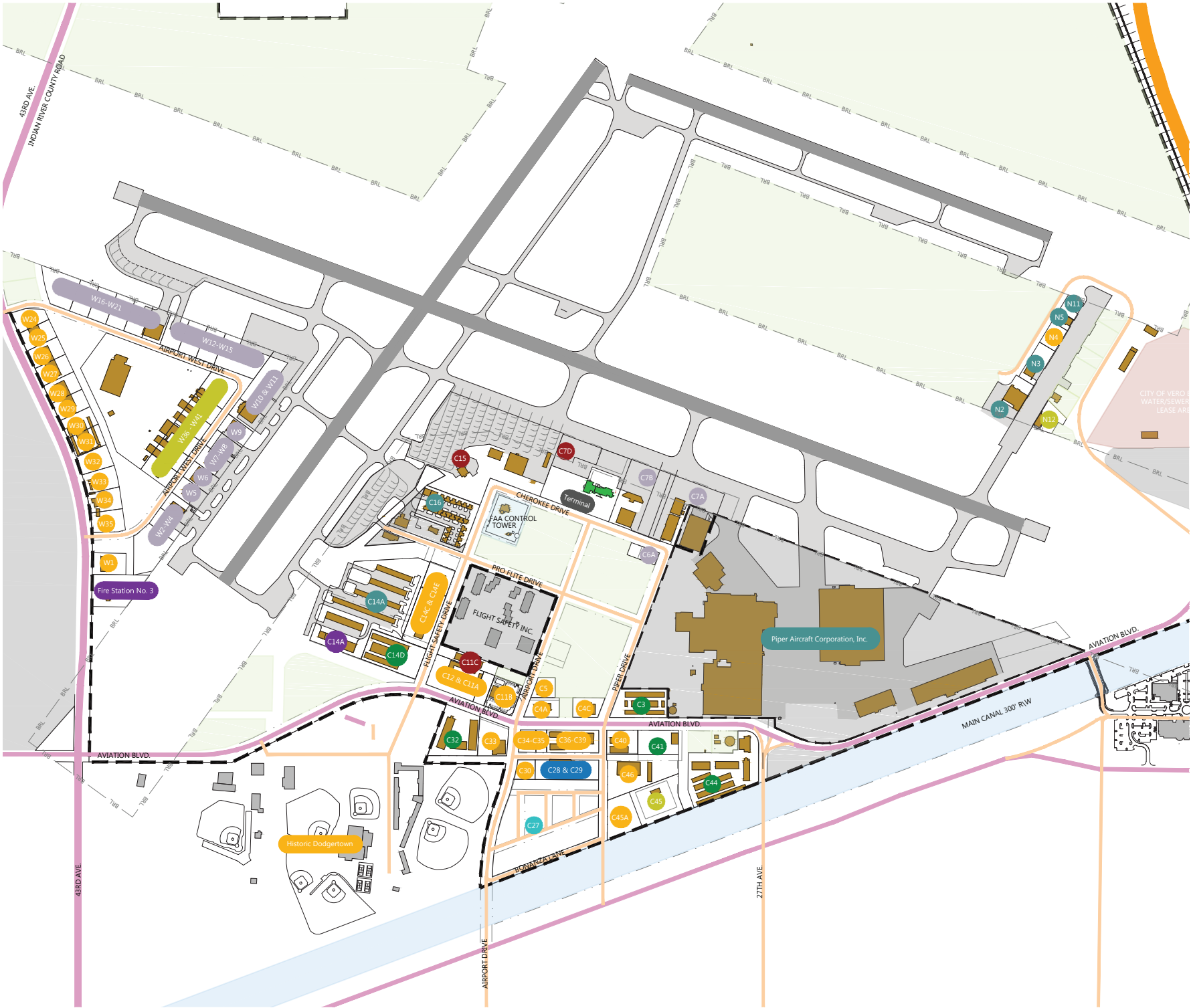
5

- 1 Future Sustainability Initiative (e.g. Solar Farm)
- 2 Airport landside parking (supports passenger terminal)
- 3 Potential commercial development
- 4 Potential aeronautical/non-aeronautical development
- 5 Future airport development

 **VERO BEACH**
REGIONAL AIRPORT

PLAN FOR SUSTAINING VERO BEACH REGIONAL AIRPORT | 23

Vero Beach Airport Tenant Map



| Commercial Non-Aviation | |
|-----------------------------------|------------------------|
| Tenant | Parcel |
| Thomas Soodsma | N4 |
| Vero Airport Business Center, LLC | C14C & C14E |
| 43rd Avenue Trade Center, Inc. | W24-W32 |
| Suncoast Primary School | W33-W35 |
| Med Repairs, Inc. | C4C |
| Hybrid Sources | W1 |
| Bridgeton Real Fund 1 | C4A, C5, C11B, C36-C40 |
| David Langfitt | C12, C11A |
| Oculina Bank | C33 |
| Airport Station, Inc. | C34-C35 |
| Ferrellgas L.P. | C30 |
| Southern Atlantic Supply | C45A, C46 |
| Historic Dodgertown | |

| Commercial Food and Beverage | |
|------------------------------|----------|
| Tenant | Parcel |
| CJ Cannons | Terminal |
| Walking Tree Brewery | C28-C29 |

| Municipal Uses | |
|--|---------|
| Tenant | Parcel |
| Indian River County Sheriff Department | N12 |
| City of Vero Beach Public Works | W36-W41 |
| City of Vero Beach | C45 |

| Residential | |
|---------------------|--------|
| Tenant | Parcel |
| Citrus Park Village | C27 |

| Commercial Non-Aviation Storage | |
|--|----------|
| Tenant | Parcel |
| Treasure Coast Storage, Inc. | C14D, C3 |
| Complete Marine Services of Vero, Inc. | C41 |
| Vero Beach Airport Trade Center, Inc. | C44 |
| Dragonfly Boatworks, LLC | C32 |

| Airport Facilities | |
|-------------------------------|--------|
| Tenant | Parcel |
| Fire Station No. 3 | |
| Terminal | C7 |
| Vero Beach Airport Operations | C14A |

| Fixed-Base Operator | |
|--------------------------|--------------------|
| Tenant | Parcel |
| Sun Aviation, Inc. | C6A, C7A, C7B, C7D |
| Paris Air, Inc. | W10-W15 |
| Design Homes, Inc. | W9 |
| Corporate Air, Inc. | W5, W7-W8, W16-W21 |
| H.W. Barnhouse, Inc. | W6 |
| Continental Jet Aviation | W2-W4 |

| Flight Training | |
|-----------------------------|----------------|
| Tenant | Parcel |
| Flight Safety International | C11C, C15, C7D |
| Legacy Flight Training, LLC | Terminal |

| Commercial Aviation and Aircraft Storage | |
|--|----------|
| Tenant | Parcel |
| Floss-Em, Inc. | N11 |
| Hangars 5 Ventures, Inc. | N5 |
| Davis Development | N3 |
| Vero Beach Avionics | N2 |
| Flightline Group, Inc. | Terminal |
| VRB Hangars, Inc. | C16 |
| Vero Beach Airport Executive and T-Hangars | C14A |
| Piper Aircraft Corporation, Inc. | |

| LEGEND | |
|--------|---------------------|
| | City Collector Road |
| | City Local Road |



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We would also like to recognize the contributions of the Vero Beach community members that attended the Sustainable Airport Master Plan visioning meeting and public meetings.





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