Gainesville Regional Airport

STRATEGIC PLAN AND SWOT ANALYSIS

Presentation Overview

- Airport Background and Overview

- Overview of Strategic Plan

- SWOT Overview

- SWOT Analysis: Overview of major Strengths, Weaknesses, Opportunities, and Threats

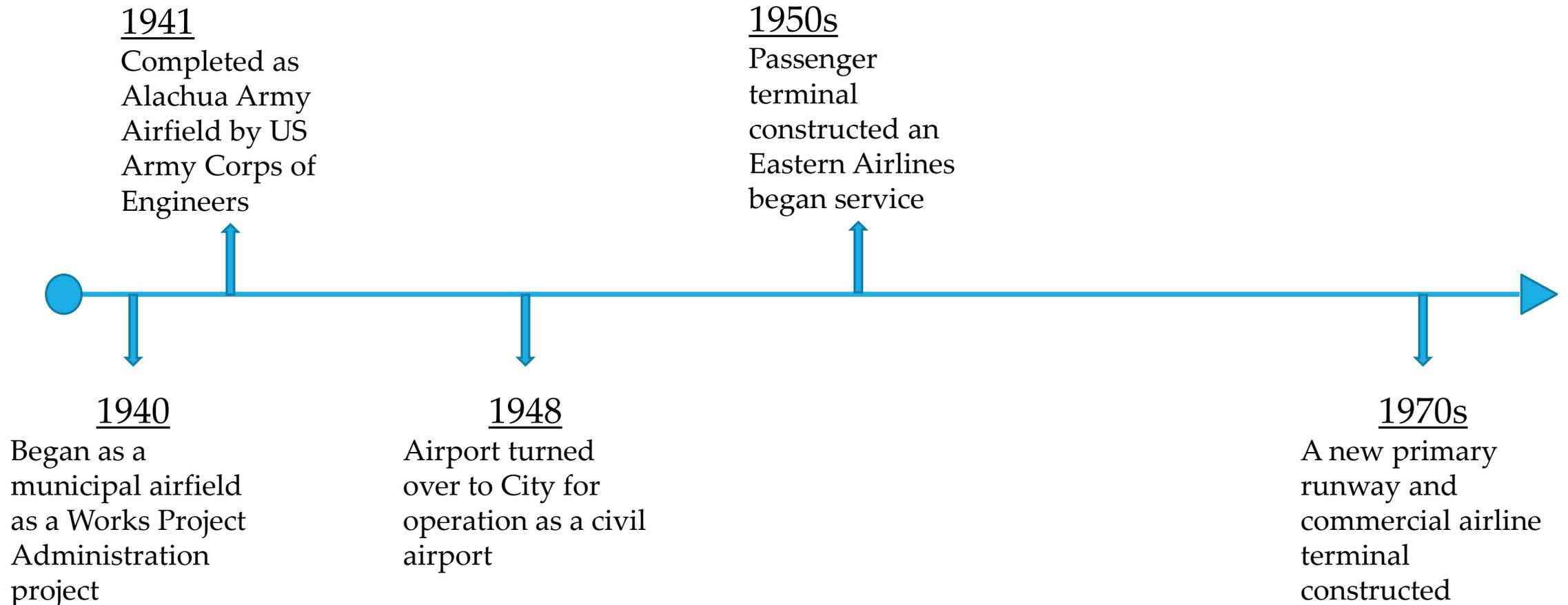- Goals from SWOT Analysis

Airport Background and Overview

- HISTORY
- OVERVIEW
- VISION
- MISSION

Airport History

1941
Completed as Alachua Army Airfield by US Army Corps of Engineers

1950s
Passenger terminal constructed an Eastern Airlines began service

1940
Began as a municipal airfield as a Works Project Administration project

1948
Airport turned over to City for operation as a civil airport

1970s
A new primary runway and commercial airline terminal constructed

Airport Overview

- Gainesville Regional Airport is a publicly-owned, public-use, commercial service airport

- The Airport is in the northeast portion of the City of Gainesville, in Alachua County

- The Airport is classified as a Nonhub commercial service airport in the National Plan of Integrated Airport Systems (NPIAS)

- The land upon which the Airport sits is owned by the City, but governance of the Airport rests with the Gainesville-Alachua County Regional Airport Authority (GACRAA)

Airport Mission Statement

"to facilitate safe and efficient air commerce necessary to build prosperous communities…to promote, develop and maintain quality, affordable, airport facilities and services for the benefit of North Central Floridians"

Strategic Plan

- PURPOSE
- OVERVIEW

Purpose of Strategic Plan

"To establish a clear direction for Airport Management regarding the priorities, goals and future achievements of the Gainesville Regional Airport. The Strategic Plan seeks to take stock of where the airport is today and where the Airport Authority and stakeholders wish it to be up to twenty years from now."

Overview

The Gainesville Regional Airport Strategic Plan has several sections which intend to ultimately identify where the airport is today and where it will be twenty years from now. Sections include:

- Information about the Airport
  - History and current service
  - Key planning document

- Strategic goals, categorized by topic and sub-goal
  - Commercial service
  - General aviation

- SWOT analysis
  - Findings from the SWOT analysis are woven into discussion of the Airport's goals

GAINESVILLE REGIONAL AIRPORT

SWOT Overview

- DESCRIPTION
- KEY FACTORS
- STRATEGIC GOALS

SWOT Analysis

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strengths	weaknesses	opportunities	threats

- SWOT analysis is an assessment of the airport and its operating environment

- An accounting of strengths, weaknesses, opportunities, and threats can assist in setting strategic goals, and attaining these goals is necessary for the Airport to achieve its ultimate vision

- Individual action items are suggested to capitalize on the Airport's strengths and opportunities and to mitigate weaknesses and threats

Key Factors in the SWOT Analysis

- The Airport's current location (pros and cons)

- Environmental and land use constraints

- The health of surrounding communities and area demographics

- The changing competitive environment

- Political setting and community values

- Regulatory climate and anticipated legislation

- Current airport capabilities (i.e., runways, facilities, human and financial resources, etc.)

- Key airport tenants and service providers

- Relevant plans of key funding agencies (i.e., FAA, FDOT, etc.)

Strategic Goals

The strategic goals derived from the results of the SWOT analysis are the cornerstone of the Strategic Plan. These goals have been categorized as follows:

1. Safety and Airfield Operations
2. Commercial Passenger Service
3. General/Business Aviation
4. Non-Aeronautical Development

Strengths

- REPUTATION - CUSTOMERS - AIRLINES - LOCATION - SERVICES - STAFF

Reputation & Location

- The SWOT analysis identified 50 strengths related to the Airport's good reputation, target service/loyal customers, airline advantages, the Airport's location and services, and Airport and Airport Authority staff. Most of the strengths listed related to the Airport's reputation and location and services
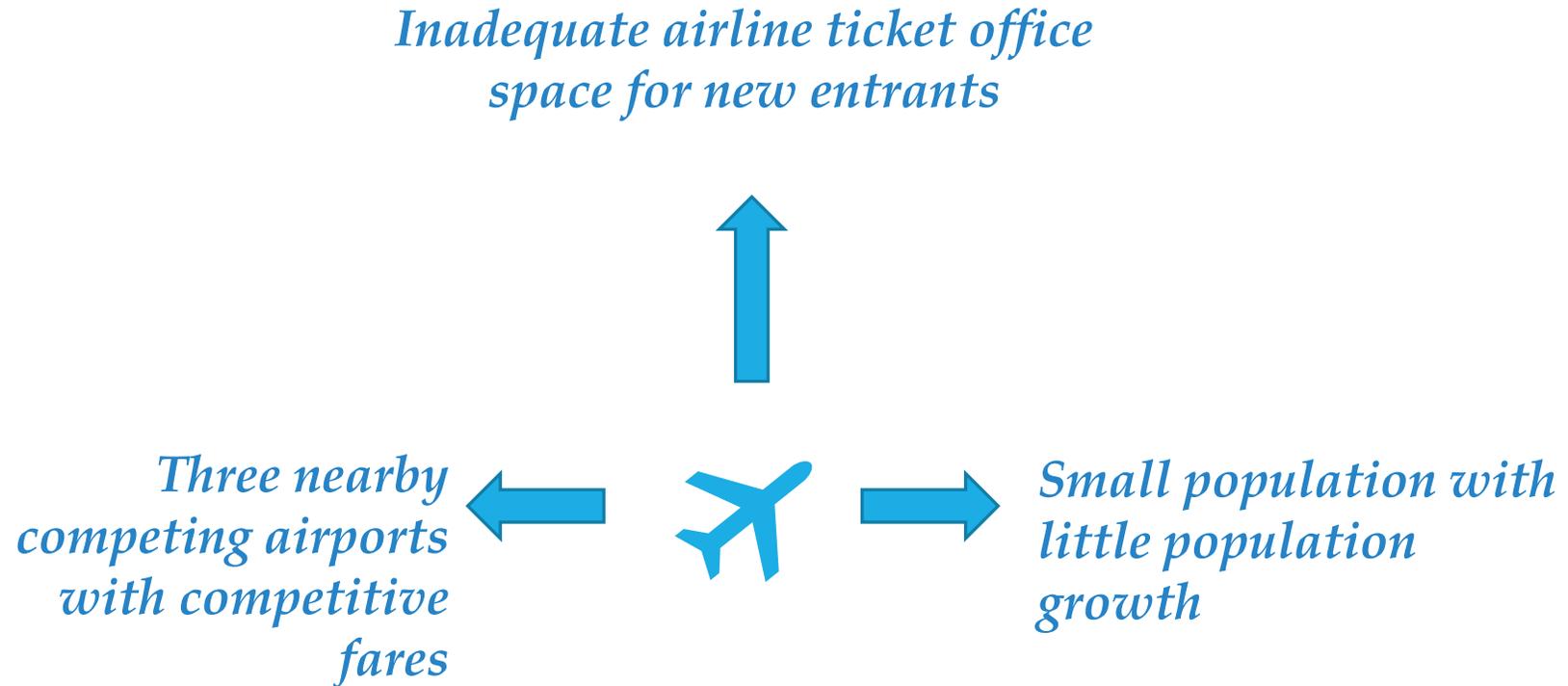
The airport is a convenient option for local travelers

The airport has very few noise complaints from aircraft operations

Airport Authority is seen as an effective body regarding airport governance and oversight and is free from controversy

Weaknesses

- ENVIRONMENTAL
- DEMAND
- POPULATION AND MARKET
- AIRPORT DESIGN
- HUBS AND AIRLINES

Design & Services

The SWOT analysis identified 59 weaknesses related to local environmental conditions, service demand unmet by the Airport, population and markets, Airport design, and reliance on hubs and airline problems. Most of the weaknesses listed related to the Airport's design and services available

Inadequate airline ticket office space for new entrants

Three nearby competing airports with competitive fares

Small population with little population growth

Opportunities
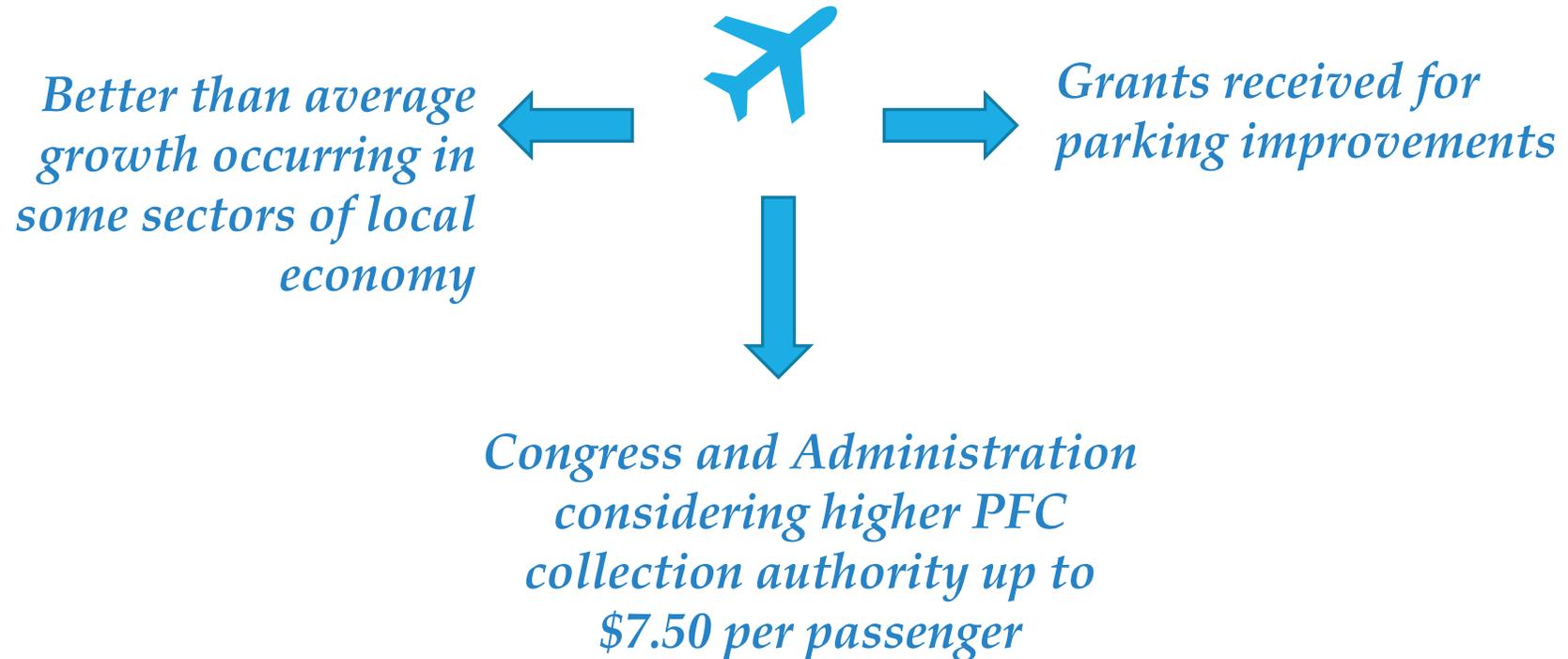
- LOCAL GROWTH
- IMPROVEMENTS
- INDUSTRY CHANGES

Local Growth

▪ The SWOT analysis identified 14 opportunities related to local growth, planned improvements, and industry changes. Most of the opportunities related to local growth.
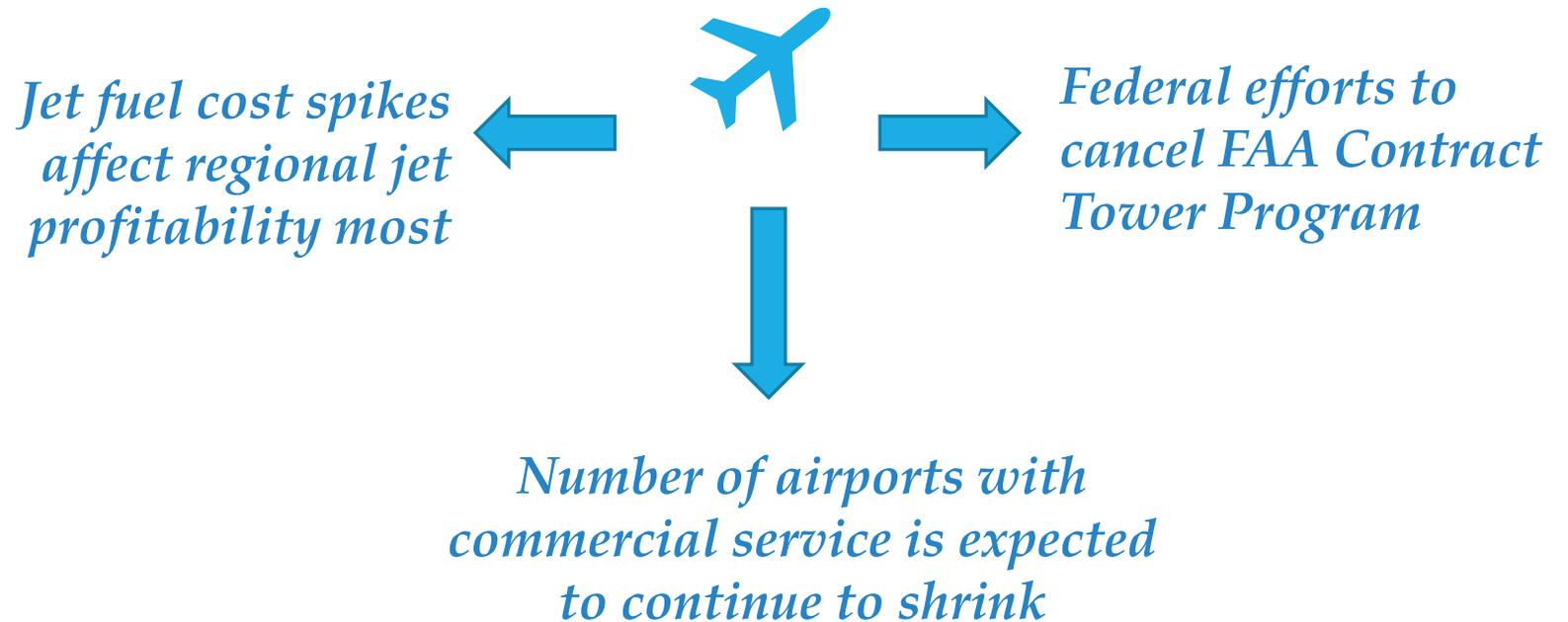
Better than average growth occurring in some sectors of local economy

Grants received for parking improvements

Congress and Administration considering higher PFC collection authority up to $7.50 per passenger

Threats

SMALL COMMERCIAL • HUB CHANGES • REGULATORY • FINANCIAL

Financial

The SWOT analysis identified 18 threats related to the Airport's small commercial status, changes to the Airport's hubs, regulatory changes, and financial concerns. Most of the opportunities related to financial concerns.

Jet fuel cost spikes affect regional jet profitability most

Federal efforts to cancel FAA Contract Tower Program

Number of airports with commercial service is expected to continue to shrink

Goals from SWOT Analysis

- SAFETY AND AIRFIELD OPERATIONS
- COMMERCIAL PASSENGER SERVICE
- GENERAL/ BUSINESS AVIATION
- NON-AERONAUTICAL DEVELOPMENT

Safety and Airfield Operations

- Focus on physical improvements, maintenance practices and operational policies and programs which serve to further enhance safety

Safety and Airfield Operations

Examples of Action Items include:

- Work toward creation of a Master Drainage Plan with the goal of consolidating stormwater facilities for more efficient storage and treatment

- Lobby FAA to replace aging air traffic control tower with a high tower in the same general location

- Remove on-airport trees and vegetation to improve tower line of sight, where possible

Commercial Passenger Service

- Promote benefits of GNV and existing air services to increase utilization, minimize leakage, and prevent possible loss of service

- Aggressively recruit additional air service, in partnership with community stakeholders

- Monitor fares and work with air carriers to make existing GNV service more competitive

- Continue to upgrade terminal facilities and services to meet demands of travelers and air carriers

- Partner with local governments and regional planning organizations to preserve efficient road access from I-75 and regional highways to the airport

Commercial Passenger Service

Examples of Action Items include:

Goal 1: Promote benefits of GNV and existing air services to increase utilization, minimize leakage, and prevent possible loss of service

▪Continue to study the GNV market to identify what potential customers value most and determine demographically and geographically where limited marketing and advertising resources are best spent to achieve the greatest increase in passengers

▪Work with airline marketing representatives on joint marketing and advertising programs where possible

Goal 2: Aggressively recruit additional air service, in partnership with community stakeholders

▪Continue plans to install mid-level boarding bridges and increased terminal gate space to facilitate changeover to larger aircraft. Maintain enough surplus terminal capacity to take advantage of new air service opportunities

▪Continue plans to expand airline ticketing/operations space and expand outbound baggage facilities to better accommodate potential new entrants

General/Business Aviation

- Foster a positive and supportive climate for General Aviation that encourages progress, expands services, improves quality and promotes healthy competition.

- Recruit compatible types of aviation businesses to locate at the airport.

- Plan for continued, sustainable expansion of GA facilities.

General/ Business Aviation

Examples of Action Items include:

- Continue to plan for eventual strengthening of portions of the general aviation apron for greater utility and to reduce the possibility of over-stressing some pavements

- Plan for eventual replacement of the building with a larger, more modern building in partnership with UAC or subsequent FBO

- Plan for eventual expansion of aviation fuel storage capacity, particularly Jet A storage in the current fuel farm location or on the commercial side for added efficiencies

Non-Aeronautical Development

- Support and enhance city efforts to market the remaining lots in the Airport Industrial Park, either for sale or lease.

- Identify and target potential businesses to achieve the highest and best use for airport properties. Engage commercial brokerage and economic development community to broaden awareness of the available property.

- Explore planning, zoning and infrastructure improvements to make existing airport properties more marketable.

- Work with community and economic development stakeholders to foster development of new industrial park and commercial sites on or adjacent to the airport, including the Alachua County Fairgrounds.