




CITY COUNCIL TRANSMITTAL


Lisa Shaffer (May 24, 2022 13:38 MDT)

Lisa Shaffer, Chief Administrative Officer

Date Received: 5/24/2022

Date Sent to Council: 5/24/2022

TO: Salt Lake City Council
Dan Dugan, Chair

DATE: May 23, 2022

FROM: Bill Wyatt, Executive Director, Department of Airports

SUBJECT: Updated Salt Lake City International Airport Master Plan

STAFF CONTACTS: Brady Fredrickson, Director of Airport Planning and Capital Programming

DOCUMENT TYPE: Briefing and resolution

RECOMMENDATION: Adopt resolution

BUDGET IMPACT: The adoption of this resolution does not have an impact on this fiscal year's annual Department of Airports (SLCDA) budget. All capital improvement projects associated with the airport master plan and airport layout plan will be included in the 20-year SLCDA Capital Improvement Program (CIP). Each year, SLCDA CIP projects are ranked based on specific criteria and the projects with the highest rank are included in annual airport fiscal year budget.

BACKGROUND/DISCUSSION:

I. Background

The last Salt Lake City International Airport master plan was completed in 1997 (1997 Master Plan). The 1997 Master Plan defined the 20-year vision and preferred development plan for the Salt Lake City International Airport (Airport) to meet increasing passenger and aviation services demand. This development plan turned into the current \$4.5 billion Airport Redevelopment Program (ARP) and has guided the construction of the new Airport.

The 2022 master plan (2022 Master Plan) ensures that the proper steps are being taken to continue to maintain, improve, and build upon the foundation created through the implementation of the ARP, in a strategic, fiscally responsible, and coordinated fashion.

The 2022 Master Plan evaluates the ability of Airport facilities to accommodate user needs at existing and forecasted demand levels. In addition, the 2022 Master Plan provides recommendations



regarding additional facilities that are needed to meet the forecasted demand. Formulating the 2022 Master Plan involved collecting relevant data of existing conditions, forecasting aviation user demand levels, determining the capacities of existing facilities, analyzing facility requirements based on the demand and capacity relationships, generating alternative development options which meet that demand, and developing a financially feasible implementation plan to achieve those facility improvements. The study is comprehensive in nature, with the objective of creating a thorough list of airport projects, for the SLCDA's CIP, that are recommended for future development. Finally, the 2022 Master Plan proposes an implementation plan that suggests the sequence of execution to achieve it (Implementation Plan). The Implementation Plan considers stakeholder needs and input, available funding, FAA safety and design standards, operational efficiencies, and overall impact to user level of service experience.

II. Public Involvement

The 2022 Master Plan analysis was guided by several committees comprised of internal and external Airport stakeholders: a Technical Advisory Committee, a Policy Advisory Committee, an Airport Staff Working Group, and the Airport Board Advisory Group. Each committee was comprised of stakeholders representing a broad spectrum of interests. Entities participating in the master plan study included: airport users, airport tenants, aviation service providers, air carriers, general aviation organizations, the FAA, state and local planning organizations, environmental interest groups, SLCDA staff, and elected and appointed officials and staff representing surrounding local municipalities, including Salt Lake City.

Before beginning the master plan analysis, multiple visioning meetings were held with stakeholders to identify critical issues that needed to be resolved during the study and establish goals and objectives included in the final recommendations. The most important goals and objectives are listed below.

- Enhance safety by minimizing the potential for runway incursions.
- Determine ultimate terminal and concourse area requirements.
- Determine airfield improvements needed to increase airport capacity, hourly throughput, and operational efficiencies.
- Improve operational performance and determine runway length requirements.
- Determine landside parking and rental car facility requirements.
- Identify opportunities to expand corporate general aviation facilities.
- Minimize environmental impacts of proposed airport development.
- Prepare an implementation plan that supports the financial sustainability of the Airport.

Public involvement improves the decision-making process by recognizing the needs and interests of participants. In recognition of the importance of involving the public in the planning process, the Master Plan Update team implemented a thorough Public Involvement Program (PIP) to seek public feedback during all phases of the project and at all key decision points. The PIP process involved three public information meetings, seven Airport Advisory Board updates, 40 technical



meetings, and 65 other stakeholder meetings.

III. Salt Lake City International Airport 2022 Master Plan Content

The master plan process included an inventory of existing conditions at the Airport, a summary of the forecast of future demand, an assessment of future facility requirements, development and evaluation of alternatives, and creation of an implementation plan. The demand forecast and facility requirements indicate that facility upgrades, and future development projects will be needed within the 20-year planning horizon of the Master Plan. Following a detailed evaluation of alternatives, the master plan team formulated a plan for future development based on a demand-driven, phased approach. The technical analysis was complemented by a thorough public involvement process.

After preparing the forecast of aviation activity and evaluating facility requirements, multiple conceptual plans were developed to describe the infrastructure improvements that could be implemented to meet forecasted demand, FAA design standards, and other facility needs. Each concept depicted various locations and alternative configurations of the proposed facilities. Airport staff, tenants, and other stakeholders, including the public, considered the various concepts and selected preferred solutions for each facility.

The preferred solution for each facility was combined into a comprehensive preferred alternative. The plan for future development identifies short-term (0 to 5 years), mid-term (6 to 10 years), and long-term (11 to 20-years) projects. The division between short-, mid-, and long-range projects was established through an evaluation process based on priority, need, and the SLCDA vision. The following were identified as short-term, mid-term, and long-term projects.

Short-term Projects

- Decommission and Remove Runway 14-32
- Decommission and Remove Taxiway Q
- Relocate Taxiway K2/Q
- Construct New Employee Parking Lot
- Expand Cargo Apron

Mid-term Projects

- Construct West Portion of Taxiway V
- Construct East Portion of Taxiway V and Tunnel
- Construct Taxiway U
- Construct Taxiway S Deice Pad
- Relocate 4000 West Street
- Expand Surface Public Parking
- Expand Rental Car QTA and Storage Garage



- Relocate Rental Car Remote Service Sites

Long-term Projects

- Construct Taxiway L Extension – Phase I
- Construct Taxiway L Extension – Phase II
- Construct Taxiway L Extension – Phase III
- Relocate Power Transmission Line
- Realign 2200 North Street
- Extend Runway 16L-34R
- Relocate Taxiway K5
- Expand Cargo Apron
- Expand Public Parking Garage
- Expand Surface Public Parking
- Relocate Commercial Vehicle Staging and Park' n' Wait Lots
- 16R Deicing Pads

IV. Description and Need for Short-Term Projects

The short-term projects were identified based upon immediate need to maintain the safe and efficient operation of the Airport and ease and satisfaction for Airport users. Because the identified short-term projects are nearest on the horizon, each project is described briefly below:

- Decommission and Remove Runway 14-32: Runway 14-32 has two FAA defined safety hazard zones or “hot spots”. Hot spots are areas on a runway where there has a history of runway incursions by aircraft entering the runway without clearance. Runway 14-32 only accommodates approximately 3,350 aircraft operations annually. Because of its short length, the runway cannot support commercial aircraft operations. The FAA deemed the runway unnecessary in the SLCIA runway system making it not eligible for federal funding. Through engagement with SLCDA staff and stakeholders, it was determined the cost to correct the runway hot spots outweighs the benefit the runway provides to the airport system and, therefore, should be removed.
- Decommission and Remove Taxiway Q: This project removes the mid-runway crossing on Runway 17-35. With the removal of Runway 14-32, this taxiway crossing is no longer in an optimal area. It will be relocated and replaced by the new K2/Q taxiway.
- Relocate Taxiway K2/Q: This taxiway serves as a replacement for Taxiway Q. It will be located and designed to accommodate large aircraft capable of serving Asian markets.
- Construct New Employee Parking Lot: During shift changes, the current 3,400 stall employee parking lot is reaching 85% of capacity. As additional phases of the airport finish, airlines and concessionaires will be hiring additional employees to serve new flights and



added retail space. It's projected that the airport will need an additional 1200 employee parking stalls over the next two years to support this employee growth. This growth will fill the existing employee parking lot beyond capacity and require the relocation and expansion of the airport employee parking lot. This project will create a new employee parking lot on airport land south of the existing surplus canal. The current employee lot will be reprogrammed as a public parking lot.

- E. Expand Cargo Apron: This project includes the apron and taxiway connection for a new cargo apron adjacent to Taxiway B. This apron and taxiway will support an additional air cargo carrier.

V. Financial Analysis

The projects shown in the short-, mid- and long-term time frames were programmed considering SLCDCA anticipated funding capacity. SLCDCA anticipates a funding capacity of \$25M per year for capital projects within the first five years as the Airport recovers from the capital outlay associated with building the new terminal. Beyond five years, it is anticipated that capital funding capacity will return to approximately \$40M per year, which is typical of years before building the new terminal. The order of projects will be evaluated yearly based on SLCDCA funding capacity and prioritization based on the safe and efficient operation of the Airport.

This analysis indicates that funding will be available to plan, design, and construct the projects identified in the 2022 Master Plan. A total of over \$900M in capital projects has been identified, of which about \$90M are programmed in the first five-year period. This financial analysis is based on the SLCDCA anticipated funding capacity and continued FAA support. Based on the assumptions and the analyses presented herein, the capital plan is considered practicable, and it is anticipated that the SLCDCA will be able to construct necessary aviation facilities at SLCIA over the 20-year planning period to accommodate demand.

VI. Exhibits

<https://slcairport.com/assets/pdfDocuments/Master-Plan/SLCMasterPlanComprehensiveReportCompressedClientReview.pdf>

<https://slcairport.com/assets/pdfDocuments/Master-Plan/SLCExecutiveSummaryFINALPRINT.pdf>

<https://slcairport.com/assets/pdfDocuments/Master-Plan/SLC3ALPwithsignatures.pdf>

RESOLUTION NO. __ OF 2022

(A Resolution in Support and Approval of the Salt Lake City Department of Airports' 2022 Master Plan Update for Continued Development of the Salt Lake City International Airport)

WHEREAS, in 1997 the Salt Lake City Department of Airports ("SLCDA") completed a master plan ("1997 Master Plan") and business plan ("1997 Business Plan") for the phase one development program of the Salt Lake City International Airport ("Airport"); and

WHEREAS, the Salt Lake City Council adopted Resolution 58 of 1997 approving and supporting the 1997 Master Plan and 1997 Business Plan; and

WHEREAS, the Airport is a valuable asset and economic driver in Salt Lake City and the state of Utah; and

WHEREAS, an airport master plan is a comprehensive study of an airport and usually describes the short-, medium-, and long-term development plans to meet future aviation demand; and

WHEREAS, community engagement is important in developing master plans, and so for development of the 2022 Airport master plan ("2022 Master Plan"), SLCDA formed a variety of stakeholder committees, including a Technical Advisory Committee, a Policy Advisory Committee, an Airport Staff Working Group, and the Airport Board Advisory Group; and

WHEREAS, each committee was comprised of stakeholders representing a broad spectrum of interests, including airport users, airport tenants, aviation service providers, air carriers, general aviation organizations, the Federal Aviation Administration ("FAA"), state and local planning organizations, environmental interest groups, airport staff, and elected and appointed officials representing local municipalities; and

WHEREAS, SLCDA presented the 2022 Master Plan to the Salt Lake City Council in detail, and the Council has had the opportunity to carefully consider aspects of the 2022 Master Plan; and

WHEREAS, the City Council has examined the 2022 Master Plan and has had the opportunity to review the proposed construction and development, the needs and purposes for the development and for the implementation generally presented in the 2022 Master Plan; and

THEREFORE, BE IT RESOLVED by the City Council of Salt Lake City, Utah, as follows:

1. Having completed this examination, the City Council supports and approves the 2022 Master Plan, including the general development and funding aspects of those plans, and agrees that the Airport should proceed with development using all reasonable means to give effect to those plans.

2. The City Council reserves its rights and responsibilities to separately consider each financing action for which it must give formal legal approval.

Passed by the City Council of Salt Lake City, Utah, this _____ day of _____, 2022.

SALT LAKE CITY COUNCIL

By: _____
Dan Dugan, Chair, Salt Lake City Council

Attest:

City Recorder

Salt Lake City Attorney's Office
Approved as to Form:

Megan DePaulis

Senior City Attorney