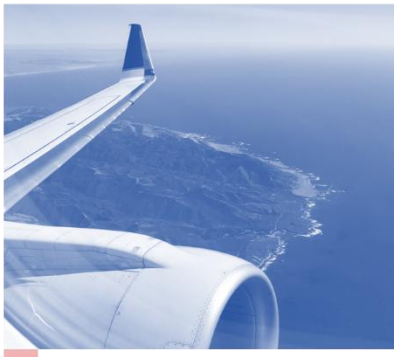
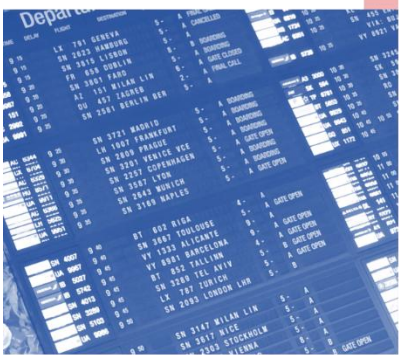
VOLAIRE
AVIATION CONSULTING





STRATEGIC OPTIONS

AUGUST 2025

DEL NORTE COUNTY AIRPORT

CRESCENT CITY, CALIFORNIA

TABLE OF CONTENTS

PURPOSE OF STUDY

The goal of this report is to lay the groundwork for the strategic business plan for Del Norte County Airport and the Border Coast Airport Authority. It includes an update on the previous SWOT analysis, an updated air service development situational analysis, and information on all suggested strategic initiatives. The final strategic plan will include the best strategic business options from this report.

This report seeks to review the current state of the Airport's business. Small, non-hub airports in the US often face challenges like limited air service, constrained budgets, and pressure to show regional economic value. To remain viable and competitive, airports often explore a diverse set of business options that go beyond traditional airline revenue streams.

This report leans on the previous report of strengths, weaknesses, opportunities, and threats (a SWOT analysis) for the Airport for many of the potential strategic business options for the airport's future. These analyses will provide insight into the potential for each business option and the challenges each option might face. This report will not recommend any strategic business option over another but lay out each option as a standalone business idea. This report will be vetted by the Airport and its advisors, leading to a final strategic plan with a clear list of priorities culled from the options included herein.

Specifically, Volaire Aviation Consulting researched and reviewed a number of areas of business activity to develop options for future planning and development. These areas included the current air service and competitive situation, an infrastructure and facilities assessment, an analysis of general aviation and non-commercial aviation business on the field, potential non-aeronautical development, ways to diversify revenue, a review of the current passenger experience, and options for community integration and economic development.

This report includes a broad roadmap of options. Not all options will be ranked as strategic priorities. But the Airport has a number of viable potential projects for the next three to five year period.

AIR SERVICE AND COMPETITIVE SITUATION

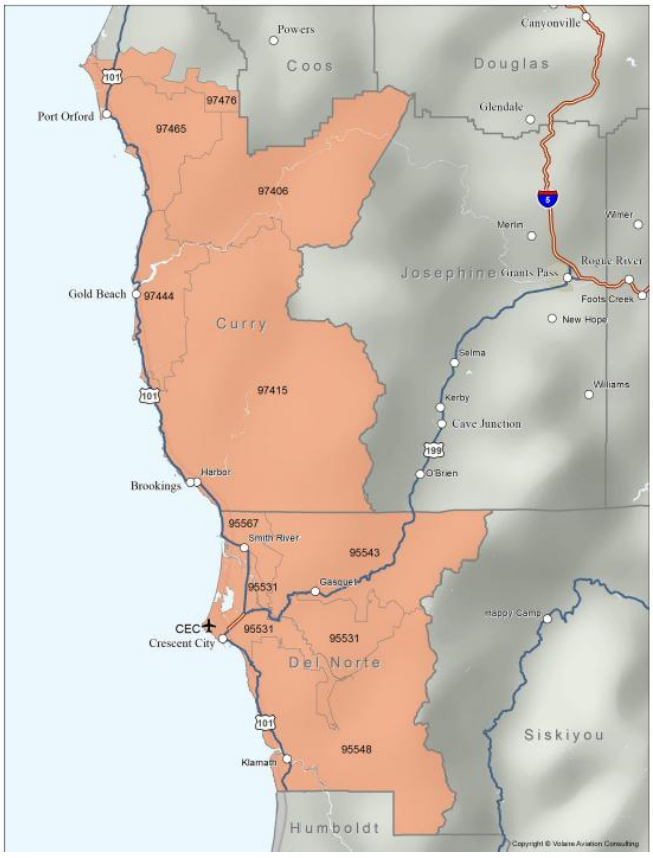
Del Norte County has access to scheduled, daily airline service. Advanced Air flies nonstop to both Oakland and Hawthorne (Los Angeles area). The service is subsidized by the Alternative Essential Air Service (AEAS) Program, administered by the federal Department of Transportation. Del Norte County Airport receives roughly $4.5 million from the DOT per year to subsidize Advanced Air's flights to the Airport. The subsidy escalates each year, reaching $5.5 million by fiscal year 2028.

CHART 1: PRIMARY SERVICE AREA POPULATION
ESTIMATED FOR CALENDAR YEAR 2023; SOURCE: US CENSUS DATA

Rank	Zip Code	City	P.O. Box Only	2020 Population	Population Share
1	95531	CRESCENT CITY		23,468	56.7%
2	97415	BROOKINGS		14,468	35.0%
3	97444	GOLD BEACH		5,599	13.5%
4	95567	SMITH RIVER		1,828	4.4%
5	97465	PORT ORFORD		2,316	5.6%
6	95548	KLAMATH		1,342	3.2%
7	95543	GASQUET		821	2.0%
8	97476	SIXES		122	0.3%
9	97406	AGNESS		95	0.2%

The flights serve a primary area in northern California and southern Oregon with a population of 41,384 (refer to map 1 and chart 1). The primary area includes nine zip codes in Del Norte and Curry Counties. More than half of the population lives in Crescent City, itself (57%). The area is extremely isolated, with no direct freeway access and either mountains or ocean in all directions.

MAP 1: PRIMARY SERVICE AREA
SOURCE: VOLAIRE AVIATION CONSULTING



Remote coastal demographics and limited surface access (often winding or fragile coastal roads) mean air access serves as a lifeline, especially in emergencies or medical evacuations. Sectors like fishing (especially Dungeness crab and salmon) and agriculture depend on efficient access, often facilitated via air transport facilitated by the Airport.

Despite the critical nature of the service the Airport provides, Crescent City's air service is overshadowed by nearby service at Medford and Arcata/Eureka. Both airports have many multiples of the available seats at CEC, with many network carriers to choose from.

Medford has nonstop service to ten airports provided by five airlines: Alaska, Allegiant, American, Delta, and United. Arcata/Eureka has nonstops to four airports provided by two airlines: Breeze and United. All flights at both Medford and Arcata/Eureka are operated by large regional jets or mainline jets, seating between 76 and 189 passengers. Large jets allow for costs to be spread over more passengers, allowing airlines to offer lower fares.

Almost 90% of passengers traveling to and from the Airport's primary service area use other airports for flights. A passenger retention study completed with data from the year ended first quarter 2023 shows fewer than 15,000 passengers used Del Norte County Airport during that period, in a market that generated a total of almost 144,000 annual passengers (refer to chart 2).

CHART 2: AIRPORT USED BY SERVICE AREA PASSENGERS
YEAR ENDED FIRST QUARTER 2023; SOURCE: VOLAIRE AVIATION CONSULTING

Rank	Airport Code	Airport Location and Name	O&D Passengers	PDEW	Share	RDEW	Fare
1	MFR	Medford-Rogue Valley Int'l Airport	92,078	126.1	64.1%	$31,675	$251
2	CEC	Crescent City Del Norte County Airport	14,639	20.1	10.2%	$2,467	$123
3	ACV	Arcata-Eureka Airport	12,190	16.7	8.5%	$3,414	$204
4	SFO	San Francisco International Airport	10,932	15.0	7.6%	$7,170	$479
5	OAK	Oakland International Airport	10,451	14.3	7.3%	$2,719	$190
6	OTH	North Bend Southwest Oregon Reg'l Airport	2,446	3.4	1.7%	$799	$239
7	SJC	San Jose International Airport	867	1.2	0.6%	$444	$374
		All Airports	143,603	196.7	100.0%	$48,688	$248

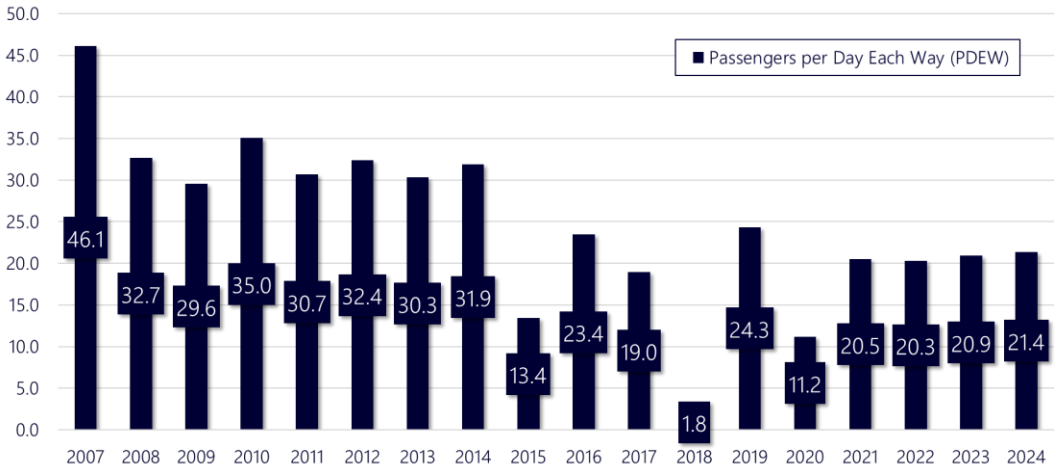
The majority of Crescent City-area passengers drive to and from Medford's airport – 64% (refer to chart 2). Another 9% drive to Arcata/Eureka. Together, airports in Medford and Arcata/Eureka capture more than 104,000 annual passengers that travel to and from Del Norte and Curry Counties, or an average of 142 passengers per day each way (PDEW).

The data shows that when passengers from the area use airports in Medford and Arcata/Eureka they pay a higher fare (refer to chart 2). The average fare paid at Medford was $251 each way. The average fare paid at Arcata/Eureka was $204 each way. The average fare at Crescent City was just $123. But Advanced Air's service at CEC filled just 56% of available seats with a lower fare.

That's due to the fact that passengers using CEC often have to buy two tickets, and the fare reflected in the data only includes the segment between Del Norte County Airport and either Oakland or Hawthorne. Advanced Air does not carry the code of a major carrier, and even in situations where a through-ticket is purchased through Alaska Airlines, passengers are buying two fares that are combined. The data only reports the Advanced Air cost to the passenger, and not the rest of the ticket.

The reality is that flying out of Crescent City is often significantly more costly than flying from Medford or Arcata/Eureka because passengers are buying the Advanced Air ticket and then a separate ticket on another airline to get them to their final destination.

CHART 3: PASSENGERS PER DAY EACH WAY (PDEW) AT CRESCENT CITY
2007 – 2024; SOURCE: US DOT DATA VIA AIRLINE DATA, INC.



This pricing dynamic has been in place since SkyWest Airlines, and the United Airlines brand, left the market. The result is a declining number of passengers who use Del Norte County Airport. Data from the Department of Transportation shows that, in 2007, an average of more than 46 passengers per day each way (PDEW) used CEC (refer to chart 3). Since then, passengers using CEC have fallen by more than half, to an average of just 21 per day each way. The more difficult connectivity is fewer passengers choose to fly from their local airport.

Air service at Del Norte County Airport could be affected by changes to the federal Essential Air Service (EAS) program. Essential Air Service is at a crossroads, facing potential funding cuts, structural reforms, and broader program evolution. Recent FAA reauthorization includes new caps on per-passenger subsidies, under which it reduces the per passenger cap from $1,000 to $850 by FY2027, or $650 for places less than 175 miles from a medium/large hub.

The potential risks from EAS changes include the loss of air service to unprofitable markets if Congress enacts proposed cuts or EAS is scaled back dramatically. Small airports could close and carriers could withdraw. Passengers could also experience higher ticket prices and longer travel times as they are forced use less direct routes. EAS airports become less attractive in that situation and lose even more passengers to nearby airports with significantly more service.

Technology may reshape service models, with smaller, electric aircraft and regulatory frameworks for air taxis could complement or eventually replace traditional EAS services in some markets. Long-term viability depends on how policy, economics, and innovation converge: effective reform could preserve rural connectivity while funding constraints or ideological shifts could weaken it.

With that in mind, its important to note that Del Norte County Airport is a critical economic asset for the region it serves. An economic impact study completed for the Airport shows that it generates $22.6 million in annual impact to Del Norte and Curry Counties (refer to chart 4). The study found that 55 people are employed on the airport, itself, working for companies like Cal Ore Life Flight, FedEx, Advanced Air, and the Transportation Security Administration (TSA).

CHART 4: ECONOMIC IMPACT OF DEL NORTE COUNTY AIRPORT
CY2022; SOURCE: VOLAIRE AVIATION CONSULTING

As the money generated by Airport activity flows throughout the region, it supports a total of 98 jobs that would disappear overnight if the Airport closed (refer to chart 4). The Airport also plays an active role in bringing visitors to the region. The economic impact study found that 4,000 visitors each year arrive at CEC, spending $2.2 million in the area. There is potential to grow that impact significantly.

In 2019, visitor spending in Del Norte County was $151 million, rising to $154 million in 2022 and $156 million in 2023, according to Dean Runyan Associates. Lodging tax (transient occupancy tax) revenue increased by roughly 28% after the launch of Visit Del Norte's marketing initiative in 2019. Nearby Redwood National and State Parks, a major draw, recorded 458,400 visits in 2022. Very few of those visitors used CEC.

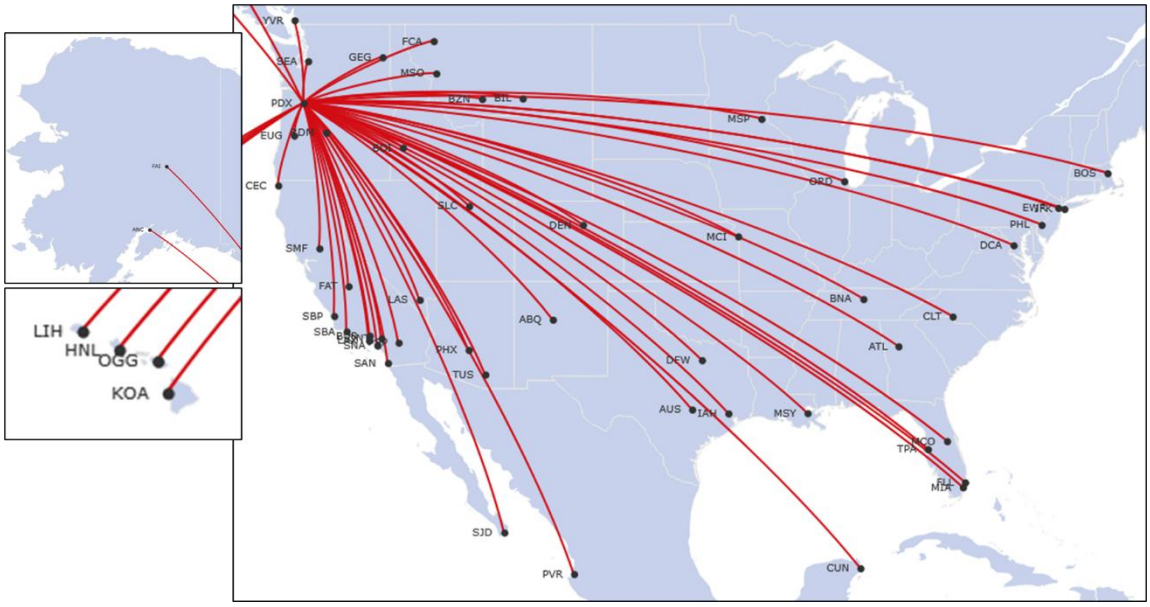
To better serve the region and better compete with other airports in the region for airline passengers, Del Norte County Airport must continually work to improve its air service. It did just that when it brought Advanced Air to the region to restore reliability.

While Adanced Air has increased passengers by about 5%, its loads have yet to achieve parity with the overall region. In fact, while the west coast supports an average load factor (share of seat miles filled with paying passengers) of 82%, Advanced Air has a load factor of just 56%. Clearly, there are improvements to service that should be pursued.

Advanced Air now has an interline agreement, for the combined booking of passengers and transfer of checked bags, with Alaska Airlines. This comes at a time when Alaska Airlines is putting more emphasis on growing its Portland hub, creating complexes of arrivals and departures at certain times of the day to offer better connections.

Alaska Airlines CEO Ben Minicucci said, of Portland: "It's got a ton of capacity and it's a great relief valve for Seattle. There's a phenomenal lobby. If you haven't seen it, I think it's the nicest lobby in the country, and we've invested heavily in it. So see us invest more in Portland and creating that connecting complex as an opportunity to help offload Seattle a little bit."

MAP 2: CONNECTIONS AT PORTLAND (PDX) ON ALASKA AIRLINES
AS OF AUGUST 2025; SOURCE: AIRLINE DATA, INC.



Advanced Air service to Oakland, with the new Alaska Airlines interline agreement, would connect seamlessly to 54 cities with a single daily flight (refer to map 2). Current Advanced Air service to Oakland connects seamlessly to just five destinations: Portland, Seattle, Honolulu, Kauai, and Maui. Advanced Air flights to Hawthorne don't directly connect to other carriers, as no other carrier operates from Hawthorne. There is a shuttle to Los Angeles International Airport (LAX), but it is unlikely that a large number of passengers connect in that manner because of uncertainty and inconvenience.

The increase in connectivity with nonstops to Portland would immediately improve load factors at CEC.

Advanced currently provides eight departures per week to Oakland and three departures per week to Hawthorne. It could shift some of those frequencies to Portland under its current Alternative Essential Air Service (AEAS) grant agreement. The Portland route is 25 miles shorter than the Oakland route (275 miles vs. 300 miles), meaning the cost of operation would be similar.

There is still work to do to determine the optimal allocation of flights across the markets that can support service. There is significant local passenger demand to both the Bay Area and Los Angeles. But the connectivity at Portland is likely to immediately improve passenger numbers.

The Airport's current AEAS contract runs through September 30, 2028. The Airport's EAS subsidy will likely go to bid in spring of 2028, which is just two and a half years from the development of this report. While the Airport, quite obviously, appreciates its partnership with Advanced Air, it is recommended that it open its recruitment for its 2028 contract.

"There is significant local passenger demand to both the Bay Area and Los Angeles. But the connectivity at Portland is likely to immediately improve passenger numbers."

The Airport should develop business cases for service for carriers that have appropriate aircraft to operate from its relatively short runways. While it is possible that Advanced Air will continue to be the best partner option, the Airport and community should not be limited in recruitment. With new aircraft technology, it is possible a large regional airline with the code and brand of a major carrier could offer seamless connects for the region.

The Airport could also deepen ties with local partners to increase marketing of service – especially if there is a new destination available. The Airport already works with the Del Norte County Chamber of Commerce to promote the region in its nonstop markets: the Oakland/San Francisco Bay Area and the Los Angeles Basin. But there is an opportunity to do more to bring visitors to the region, as noted in this report. With recent shifts away from international travel and to domestic travel, there is new opportunity to attract more visitors who might have previously traveled somewhere else.

It is understood that funding for out-of-market advertising is quite limited. But it should be deployed effectively and creatively with all stakeholders involved.

INFRASTRUCTURE AND FACILITIES ASSESSMENT

Del Norte County Airport has a new terminal built in 2019, with 16,000 square feet of space. Travelers consistently praise the airport's cleanliness, accessible layout, free parking, and helpful staff. The new terminal is built with durable materials suited to marine exposure, requiring minimal upkeep and dependable operations. Interior space is thoughtfully arranged for efficient flow, with distinct ticketing, security, and baggage zones, making navigation smooth and intuitive.

PHOTO 1: TERMINAL AT DEL NORTE COUNTY AIRPORT
SOURCE: BUSINESS VIEW MAGAZINE

The new terminal centralizes airline, TSA, and administrative offices, improving communication and ease of operations. It also houses car-rental counters (Avis/Budget) and FBO services, facilitating travel logistics for both commercial and general aviation passengers.

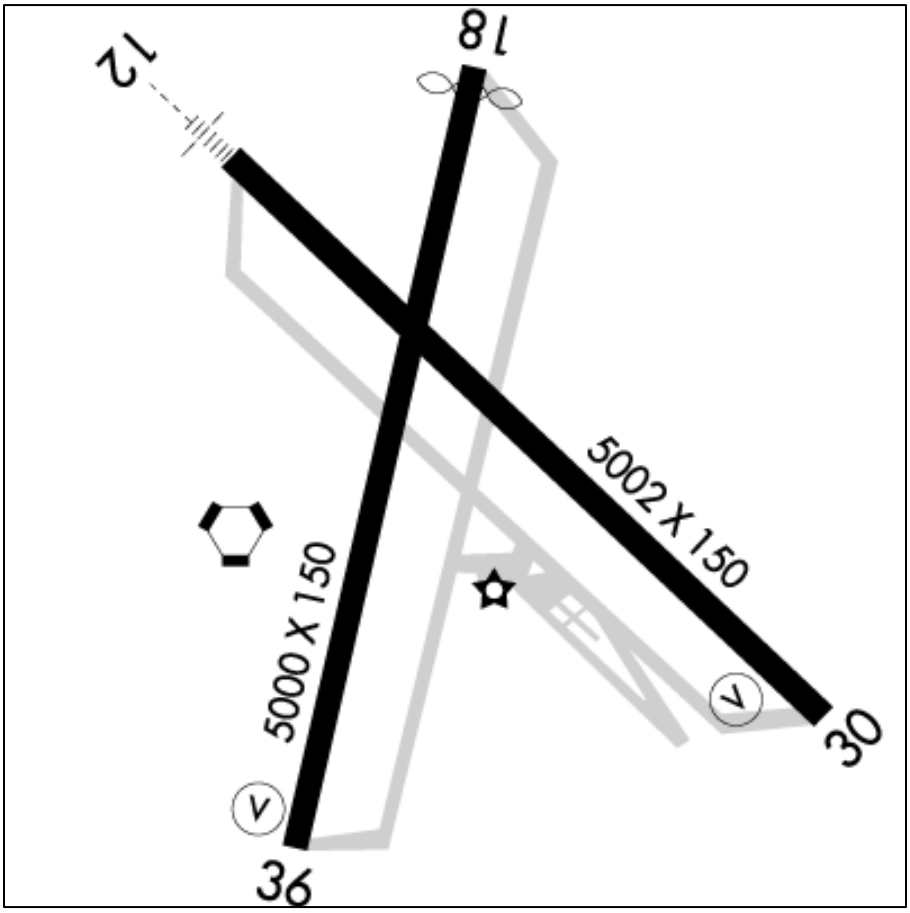
It is clear that the terminal was designed with the future in mind, and the community is unlikely to outgrow it at any time in the foreseeable future. It is the Airport's premier infrastructure asset.

The Airport is currently (as of the time of the publication of this report) undergoing a Federal Aviation Administration (FAA)-funded mill-and-overlay on Runway 18/36. The work involves removing the top layer of asphalt and replacing it with new pavement, restoring the runway. The project will also overhaul and upgrade the runway's lighting system, replacing the incandescent lights with LEDs, which are brighter and easier to maintain.

Runway 12/30 is slated for similar rehabilitation in the future, along with taxiway resurfacing. Pavement across the field is reported to suffer from alligator cracking and disrepair. The projects are expensive, especially for a joint powers authority. The Runway 18/36 rehab will cost approximately $9 million, funded largely by FAA grants, with a 5 % local match contributed by member agencies of the Border Coast Regional Airport Authority (BCRAA).

But the biggest challenge to Airport infrastructure is runway length (refer to map 3 on the following page). Both runways are roughly 5,000 feet in length. The runway length limits operations to small regional aircraft, typically turboprops or 30-seat jets, such as the Dornier 328JET used by Advanced Air.

MAP 3: DIAGRAM OF RUNWAYS AT DEL NORTE COUNTY AIRPORT
AS OF AUGUST 2025; SOURCE: AIRCRAFT OWNERS AND PILOTS ASSOCIATION



Runway length caused SkyWest Airlines to leave the market in April of 2015. SkyWest had historically served Crescent City with the 30-seat Embraer Brasilia turboprop. Its fleet was aging, with all aircraft over 30 years old by 2015. No other 30-seat turboprop was in production – so SkyWest had no choice but to end all Brasilia service and transition markets to 50-seat regional jets.

SkyWest determined that the Canadair CRJ200, which replaced the Brasilia in markets such as Arcata/ Eureka and Medford, could not operate at Crescent City because the runways were too short in the event of poor weather or an emergency. It filed with the Department of Transportation to leave CEC, ending many decades of United Airlines-coded service. SkyWest was clear that the decision was operational – entirely due to runway length.

Since 2015, Del Norte County Airport has struggled to locate and secure service from appropriate operators, because very few have commercially viable aircraft that can operate on short runways. PenAir operated service to Portland with the Saab 340 turboprop. It was also out of production, and became exceptionally expensive to maintain, leading PenAir into bankruptcy.

PenAir was replaced by Contour Airlines, which operated the 30-seat Embraer ERJ135 to Oakland. While this aircraft can easily operate from 5,000-foot runways, it is also out of production and hard to maintain. This led to operational problems and poor reliability at CEC.

Advanced Air has operated well with the 30-seat Dornier 328 Jet. It was designed for short runways. But Advanced Air is the only airline in the US using that aircraft.

With the runways remaining at their current length, air service to Crescent City will continually be challenged and difficult to secure. Today, most regional airlines, and the major carriers with which they contract, operate the Embraer ERJ175 with 76 seats. There is enough demand for air service in Del Norte and Curry counties to support service on that aircraft. But it can't regularly operate on CEC's runways.

The ERJ175 has a minimum takeoff distance of 5,289 feet – 287 feet more distance than the longest runway at Del Norte County Airport. This runway length clearly restricts potential expansion to larger regional jets or higher-capacity aircraft, limiting scalability of scheduled commercial service.

Ideally, one runway would be extended by 500 feet to permit the operation of the new fleet of regional aircraft. But local and state environmental regulations have a significant impact on the planning, operations, and development of Del Norte County Regional Airport, particularly because it's located in a highly sensitive ecological zone on California's North Coast.

"This runway length clearly restricts potential expansion to larger regional jets or higher-capacity aircraft, limiting scalability of scheduled commercial service."

CEC sits within the California Coastal Zone, meaning any development (e.g., terminal expansion, runway rehab, hangar construction) requires compliance with the California Coastal Act and approval from the California Coastal Commission or local Coastal Programs. This process involves environmental reviews, public hearings, and coastal development permits, often increasing project timelines and costs. Key concerns include impacts to wetlands, coastal access, viewsheds, and marine life.

The airport is adjacent to Redwood National and State Parks, Tolowa Dunes State Park, and other protected habitats. Any airport action must consider air quality impacts from aircraft and equipment, noise pollution potentially affecting wildlife and visitor experience, and light pollution from runway lighting, which can affect nocturnal species.

GENERAL AVIATION

While there are some opportunities to grow on-field services, it must be noted that general aviation is experiencing a long-term decline. This is particularly true in areas such as regional airports, recreational flying, and private pilot activity. This trend has serious implications for the future of rural airports, aviation careers, and economic access to the airspace.

Fewer people are learning to fly for recreation or private travel. The number of private pilot certificates issued annually has dropped sharply since the 1980s. Barriers include high flight training costs ($12,000 or more for a private license), time commitment, and limited access to local flight schools. Younger Americans are more focused on tech careers and urban living, not flying small planes.

FAA regulations, medical certification, insurance, and airspace changes have grown more complex. Fear of litigation and liability insurance costs deter small aviation businesses and instructors. New pilots often find the regulatory burden overwhelming or intimidating.

The average GA pilot is now over 55 years old, according to the Aircraft Owners and Pilots Association (AOPA), and many are retiring from flying. There is a demographic gap: not enough younger pilots are coming in to replace them, particularly outside of commercial airline career tracks.

"While many airports are shying away from major general aviation investments, Del Norte County Airport is missing many of the support services that are available at other airports within the region."

Aircraft ownership is increasingly unaffordable for individuals and small businesses. A new four-seat piston aircraft can cost $400,000. Maintenance, hangar rent, fuel, and insurance can total $25,000 per year. Fuel prices have remained high and volatile. Inflation has driven up prices for parts, avionics, and labor. Flying 100 hours a year can cost more than owning a second home.

While many airports are shying away from major general aviation investments, Del Norte County Airport is missing many of the support services that are available at other airports within the region. Specifically, the Airport's lack maintenance, training, and available hangars leaves it at a disadvantage relative to Arcata/Eureka and Medford Airports.

AIRCRAFT MAINTENANCE

On-field maintenance allows aircraft to return to service faster after inspections, minor repairs, or unscheduled issues. This is especially valuable for essential air service (EAS) airports with limited daily flights: a grounded aircraft could mean no service for a long period.

The aviation industry is facing a critical and growing shortage of aircraft maintenance technicians (AMTs). It's a problem that affects commercial airlines, general aviation, regional airports, and military contractors alike. According to Boeing's 2023 forecast, the global aviation industry will need 690,000 new AMTs over the next 20 years. In the US alone, the FAA projects a need for at least 12,000 new AMTs per year, yet fewer than 8,000 students are currently graduating from FAA-certified Part 147 schools annually.

The College of the Redwoods is exploring new job training and educational programs. The College has significant interest in working with Del Norte County Airport and its tenants to develop training programs for both aircraft maintenance and for pilot training.

PHOTO 2: SALT LAKE COMMUNITY COLLEGE AVIATION MAINTENANCE PROGRAM
SOURCE: SALT LAKE COMMUNITY COLLEGE

Establishing an aircraft maintenance training program, whether for high school, community college, private school, or Part 147 certification, requires a strategic mix of regulatory compliance, facilities, curriculum, equipment, and partnerships. A Federal Aviation Administration (FAA) Part 147-certified Aviation Maintenance Technician School (AMTS) allows students to earn A&P (Airframe and Powerplant) mechanic certification. It can be established in coordination with a college certificate or associate degree program integrated with a Part 147 school or employer.

The school must prepare a comprehensive training manual, quality control manual, and curriculum outline covering required subject areas. Students must meet minimum hour requirements of 1,900 hours total, 1,150 hours of work on airframe maintenance, 750 hours of work on powerplant maintenance, and the remainder of hours in general work.

For certification, the school must prove it has adequate facilities, qualified instructors (certified A&P mechanics with teaching experience), and proper instructional materials and tools per FAA guidance (wrenches, jacks, engines, airframes, etc.). FAA inspection and approval are required before students may enroll.

Start-up costs can range from $1 million to $5 million, depending on the scope of the program. Expect higher costs for an FAA certified program. There are some outside funding sources available, including FAA Aviation Workforce Development Grants, Department of Labor grants, and private aviation company sponsors who are seeking new employees, such as Boeing and Lockheed Martin.

Del Norte County is part of the Northern Rural Training & Employment Consortium (NoRTEC), one of the Local Workforce Development Boards under California's workforce system. NoRTEC is eligible to apply for the Workforce Accelerator Fund 12 (Accelerator 12) grants administered by CWDB, aimed at training partnerships and workforce system innovation. This could fund collaborative workforce projects such as aviation maintenance training tied to local employers or MROs.

FLIGHT TRAINING

There is a significant shortage of pilots in the US, and it's expected to remain a major issue through the 2020s. The US needs approximately 8,000 new pilots annually to keep up with retirements and expansion, though only about 6,000 are entering the workforce each year.

By 2032, North America is projected to face a shortfall of somewhere between 13,000 and 24,000 pilots. Over 20 years, North America will need between 120,000 to 123,000 new pilots. Globally this figure exceeds 600,000.

On-field flight instruction at Del Norte County Airport would contribute to the economic vitality, aviation workforce pipeline, and operational activity of the airport. Flight training brings consistent aircraft operations as students fly multiple times per week, including takeoffs, landings, and pattern work. This activity keeps the airport active year-round, justifying infrastructure investment.

While the College of the Redwoods has potential interest in a flight training program alongside an aircraft maintenance program, setting up a flight training school at a community college is a major undertaking involving FAA certification, academic planning, facilities development, aircraft acquisition, and partnerships. The FAA certifies pilot training programs under 14 CFR Part 141, which provides a structured curriculum and reduced flight hour requirements for students along with FAA oversight and audits to maintain quality and safety.

CHART 5: PROJECTED COST OF LAUNCHING A FLIGHT TRAINING PROGRAM
AS OF AUGUST 2025; SOURCE: VOLAIRE AVIATION CONSULTING ANALYSIS

Cost Center	Estimate	Comments
Aircraft (3–5 trainers)	$1,500,000	Cessna 172 or Diamond DA20/DA40; $75K–$400K each (new or used)
Facility Buildout/Lease	$500,000	Hangar space, classroom setup, signage, office renovation
Flight Simulators (1–2)	$250,000	Redbird or Frasca AATDs for cost-saving and ground training
Maintenance Tools & Equipment	$100,000	Jacks, tow bars, workstations, ground power units
Curriculum & Certification	$50,000	FAA Part 141 application, Training Course Outline, consulting
Staff Recruiting/Training	$200,000	Chief instructor, CFIs, program coordinator salaries or contracts
Insurance (One Year)	$150,000	Hull, liability, student pilot coverage
Administrative/Legal/IT	$75,000	Legal filings, business setup, LMS or student tracking system
Marketing/Recruitment	$25,000	Website, flyers, career fairs, school outreach
Misc. Operating Reserves	$150,000	Fuel, supplies, buffer for first-year ops
Totals	$3,000,000	

Starting a flight training program can cost anywhere from $500,000 to over $5 million, depending on scale, certifications, whether you're buying or leasing aircraft, and whether you operate independently or partner with an FBO. Current estimates put the most likely cost of beginning a program at around $3 million, not accounting for ongoing operating expenses (refer to chart 5).

HANGAR DEVELOPMENT

Even with a general decline in general aviation flying, hangar demand in rural or smaller airports can significantly outstrip supply. When an airport doesn't have hangars available, it faces several operational, economic, and strategic limitations that can negatively impact its long-term viability. If hangars aren't available, many aircraft owners will leave for nearby airports with hangar capacity, even if it's farther away.

Without hangars, an airport loses out on monthly lease revenue, fuel sales from based aircraft, and maintenance and repair traffic. These are potentially vital income streams that help sustain airport operations, especially when commercial service is limited.

If Del Norte County Airport has a significant waitlist for hangar space, it could consider investing in new hangars should those on the waitlist confirm their interest or sign leases. The cost to build new general aviation hangars varies widely based on size, design (T-hangar vs box hangar), materials, site prep, and local labor costs.

A ten-unit T-hangar row would cost an estimated $1.6 million in Del Norte County. California regulations make hangar construction more expensive than in Oregon. California requires that hangars meet seismic and wind load codes. Those working on the project must be paid under prevailing wage requirements (if using public funds), which increases labor costs by 20% to 40%.

AUTOMATED FEE COLLECTION

Del Norte County Airport does not currently collect fees for many general aviation movements. Other airports in the region do, and they can be a significant source of revenue. It is much easier to collect fees today than just a few years ago due to technological advancements.

For example, Planepass by Vector is an automated aircraft operations tracking and billing system. It uses real-time flight data, FAA registry data, and cloud-based software to identify aircraft using an airport and to invoice owners/operators without requiring on-site staff.

PHOTO 3: SCREENSHOT OF PLANEPASS BY VECTOR
SOURCE: VECTOR

Planepass monitors FAA ADS-B and flight tracking feeds (like FlightAware or FAA TFMS). It logs aircraft that land at a subscribing airport, including the aircraft tail number, the arrival and departure time, and the aircraft type. The system uses the FAA registration database and commercial data sources to identify the aircraft owner and/or operator. It also maintains a database to avoid re-researching repeat visitors.

Planepass generates invoices for landing fees, parking, ramp use, and any other fees an airport charges based on airport-specific rates. It e-mails the invoice directly to the operator or owner with payment instructions. It supports credit card or ACH payment through an online portal.

The system will provides the airport with a dashboard showing flights tracked, invoices issued, and payments received and pending. It can escalate late payments, and some airports use third-party collections for chronic non-payers.

PlanePass by Vector Airport Systems does not publish standard pricing. Any inquiries must come directly from the Airport. Since pricing depends on airport size and billing complexity, Vector provides tailored

quotes after consultation. Costs may include a one-time setup fee, covering hardware installation and configuration, a monthly or percentage-based fee tied to revenue or number of transactions, and optional add-ons like data exports, custom reporting, or integration with airport systems.

AVIATION EVENTS

Del Norte County Regional Airport could choose to host events to build public engagement, generate goodwill, and spark aviation interest. Some events can be held at low cost to the Airport, using its facilities to draw those with interest to the field.

Many airports regular host airport open houses or "fly-in" days. Airports invite local pilots to display their aircraft, while offering informal ramp tours and "Meet the Pilot" chats. It would also be an opportunity to partner with local food trucks or vendors to generate social media interest.

PHOTO 4: YOUNG EAGLES FLIGHTS FLYER
SOURCE: MOORE COUNTY AIRPORT, NC

Young Eagles Flights is a nationwide program run by the Experimental Aircraft Association (EAA) that offers free airplane rides to kids ages 8 to 17, with the goal of inspiring interest in aviation. It's one of the most effective and low-cost ways an airport or community can introduce youth to flying.

A Santa Arrival event at an airport is a fun, family-friendly holiday celebration that's easy to organize and beloved by communities, especially at smaller airports like Del Norte County Regional Airport. Santa arrives by airplane (or helicopter) instead of sleigh. Families with young children, community members, airport neighbors will often come to the event, and it could generate significant social media traffic, promoting the Airport at exceptionally low cost.

An Airport Career Night is a powerful way to expose students and community members to the wide variety of jobs in aviation and aerospace. It's especially valuable at small regional airports, where increasing awareness and growing a local workforce can help sustain long-term operations.

Other airports report that have been able to leverage a career night to bring together students, educators, and job seekers to explore the wide range of careers available in the aviation industry. Attendees have the opportunity to meet pilots, aircraft mechanics, airport operations staff, and representatives from the FAA, local flight schools, and aviation maintenance training programs. Exhibits include hands-on displays, a cockpit tour of a general aviation aircraft, and information booths highlighting educational pathways and scholarship opportunities. The event is aimed to inspire the next generation of aviation professionals while showcasing the airport's vital role in regional transportation and economic development.

Through events, airport community involvement builds public trust, strengthens political and financial support, and helps residents see the airport as a valued resource rather than a distant or noisy neighbor. By hosting events, supporting local education and workforce efforts, and engaging with civic organizations, airports can foster goodwill, encourage the next generation of aviation professionals, and ensure the airport remains aligned with the region's long-term goals. Ultimately, an airport that is visible, valued, and understood by its community is more likely to thrive.

NON-AERONAUTICAL DEVELOPMENT

Del Norte County Airport's location is a key strength. The Airport sits near US Highway 101, the main north-south coastal route in the region. This provides relatively seamless travel between the Airport and nearby towns, parks, and tribal lands.

With the Airport isolated on a piece of land jutting into the Pacific Ocean, there are virtually no aircraft noise complaints. Unlike other airports along the California coast, there is little noise pollution to the rest of the community, and the ability to grow business without disturbing neighbors.

The Airport owns a large swath of land. Although much of the land is either being used, or is in an environmentally sensitive area, there are still options to better develop the Airport's land holdings to generate ongoing revenue.

SOLAR DEVELOPMENT

Airport interest in solar energy is growing rapidly as a means to reduce airport operating costs and to demonstrate a commitment to sustainable development. There are more than 15 solar airport farms in the US, including one at Arcata/Eureka Airport.

PHOTO 5: ACV AIRPORT MICROGRID
SOURCE: SCHATZ ENERGY RESEARCH CENTER

Arcata–Eureka Airport hosts California's first 100% renewable, front-of-the-meter, multi-customer microgrid, featuring a 2.2 megawatt (MW) solar photovoltaic array paired with a 2.3 MW/8.9 MWh battery storage system and a supplementary 300 kW net-metered solar installation.

When power outages occur, the microgrid "islands" from the main PG&E grid and supplies electricity seamlessly to ACV and the adjacent US Coast Guard Air Station for critical missions, already sustaining operations for up to 15 hours during seismic events, winter storms, and other outages. The microgrid sells solar power on California's CAISO wholesale energy markets and supports grid reliability through ancillary services, turning renewable generation into revenue streams.

The project was spearheaded by the Schatz Energy Research Center at Cal Poly Humboldt, in partnership with the Redwood Coast Energy Authority (RCEA), PG&E, Tesla, The Energy Authority, and Schweitzer Engineering Labs. It was funded via a $5 million EPIC grant from the California Energy Commission and matched by $6 million from RCEA (plus USDA low-interest financing). RCEA owns and operates the arrays and storage, while PG&E owns and maintains the distribution circuit and oversees islanded-mode control.

The solar farm and battery microgrid at Arcata–Eureka Airport transform it into more than an aviation hub. It leverages airport land to deliver clean energy, improve grid stability, and ensure vital services remain operational during emergencies. It's a pioneering project blending renewable energy, community resilience, and smart policy innovation, and one of the state's most advanced microgrid implementations to date.

Solar is particularly well-suited to airports because of available space and unobstructed terrains. It does not need unobstructed sunshine to generate electricity. It can work in climates with frequent changes in the weather, like the climate in northern California.

LAND LEASE OPTIONS

Airports often pursue non-aeronautical land leases to diversify revenue, maximize use of their land, and reduce reliance on unpredictable aviation-related income. Leasing land for non-aviation uses, such as light industrial, renewable energy, storage, or business parks, generates stable, long-term income that can support airport operations, maintenance, and capital improvements. This is especially valuable for small airports with limited commercial service or volatile airline traffic.

Non-aeronautical development also strengthens an airport's economic impact on the region, attracting new jobs, tenants, and investment while increasing public support. Importantly, FAA policy encourages revenue-producing land use so long as it doesn't interfere with airport safety or aviation growth. In short, non-aeronautical leases help airports become more financially resilient, self-sustaining, and aligned with broader community development goals.

A number of leasing options have been identified that could potentially fit the footprint of Del Norte County Airport. Some are likely to generate more revenue than others, based on land use, but all are worth some level of exploration.

Many airports – especially general aviation and regional airports – host light manufacturing facilities as part of their non-aeronautical development strategy. These facilities often include aerospace component production, machining or fabrication shops, electronics assembly, renewable energy technology, or logistics and packaging operations

Proximity to air cargo and highways makes many airports attractive to manufacturers needing efficient shipping routes. Manufacturing also fits well in airport noise zones, where residential uses are limited. Both of these could be the case at Del Norte County Airport.

Light manufacturing is a proven, airport-compatible use that supports economic development and enhances airport financial stability. Airports seeking to expand land use revenue often consider this as a practical and FAA-supported option, especially if they can offer infrastructure, zoning, and site readiness.

Del Norte County Airport could prepare a land use assessment to identify parcels that could be leased to companies or developers looking to expand their manufacturing footprint in northern California and southwest Oregon.

PHOTO 6: RV STORAGE AT SALIDA, COLORADO
SOURCE: CROWN OUTDOOR STORAGE

Another practical use of currently unused land is Recreational Vehicle (RV) storage. It generates steady lease revenue, requires minimal infrastructure, and is compatible with airport noise and zoning restrictions. For example, Chino Airport allows limited RV and aircraft trailer storage in designated non-operational areas to generate ongoing revenue.

RV storage has few infrastructure needs – just a gravel or paved lot, potentially with fencing and/or lighting. In a place where many residents stay for only part of the year, it could provide steady monthly income from storage tenants and/or leaseholders. It is generally compatible with FAA guidance, as long as the storage area is outside the aeronautical use area and does not interfere with airport operations or future aviation development.

Another land lease option used by many regional airports is the contracted development of storage facilities. These facilities typically produce consistent, long-term lease income with minimal maintenance costs for

the airport, as they are built and operated by outside companies. They usually require only basic access, fencing, grading, and lighting, making them less capital-intensive than other types of development.

Storage is noise-tolerant and compatible with FAA land-use guidance when placed outside the aeronautical-use area. In many areas, California and Oregon included, there's a growing need for boat or household storage, especially near recreation zones like the Redwoods and the Pacific Coast.

A small 20,000 square foot basic self-storage facility could cost between $1.2 million and $1.6 million to build, before the land lease with the Airport is taken into account. Private storage companies are frequently looking for new sites with good roadway access.

PHOTO 7: SURFING IN CRESCENT CITY
SOURCE: CRESCENT CITY SURFERS FACEBOOK

One potential unique use of Airport land would leverage the Airport's location. Crescent City is known as a good, though rugged, surfing destination, especially for more experienced surfers. The area gets regular waves year-round, thanks to strong North Pacific swell activity. Unlike Southern California, Crescent City beaches are generally uncrowded, offering solitude and space, especially appealing to surfers looking for remote, raw conditions.

Surf shops are limited on the northern California and southern Oregon coast. While there is one dedicated surf shop in Crescent City, and several outdoor shops, there is no shop directly adjacent to the beaches. The Airport could work with local surf shop owners to develop a land lease for a small shop on the edge of Airport property.

Surf shops can make money, but profitability depends on location, seasonality, product mix, and smart management. Many are lifestyle-driven small businesses, not high-margin retail powerhouses. But some grow into highly profitable operations by diversifying offerings and building a loyal customer base.

Remote areas (like Crescent City) may face challenges due to lower foot traffic, seasonal surf, and a smaller local population.

TRAINING DESTINATION

All airports must keep their Aircraft Rescue and Firefighting (ARFF) crews trained. Part 139-compliant ARFF certification (typically a 40-hour course combining classroom and live-fire drills) costs between $1,000 and 1,600 per student, depending on provider and simulation type. Annual requirements under FAA Part 139 often cost $300 to $500 per firefighter, covering live-fire drills using mobile simulators or permanent facilities.

Del Norte County Airport hosts trainers each year for its crew, and its crew alone, and bears the full expense of training. There is an opportunity to open that training to other airports in order to spread the expense over a greater number of firefighters. The Airport could review options to host the training, each year, and charge other airports to send their firefighters. This could generate new revenue and bring in additional money to the community as those firefighters stay and spend money during their training.

PHOTO 8: ARFF TRAINING IN SAN BERNARDINO
SOURCE: SAN BERNARDINO COUNTY FIRE

In other parts of the country, several airports operate annual ARFF training centers that serve other airports and fire departments, especially those without in-house live-fire simulation capabilities. For example, Pittsburgh International Airport hosts one of the only 20 FAA-certified ARFF training centers in the US. It is quite sophisticated, featuring a large propane-fueled burn pit with a life-sized aircraft simulator for interior and exterior fire drills. It trains hundreds of firefighters annually, including crews from the US, Canada, Germany, and Guam.

While the CEC training would not be that involved, and would consist of the trainers coming to the Airport from other parts of California, it could potentially be the training destination for other airports in the region, such as Arcata/Eureka, Southwest Oregon Regional Airport in Coos Bay, and other, small, non-commercial airports throughout northern California and southern Oregon.

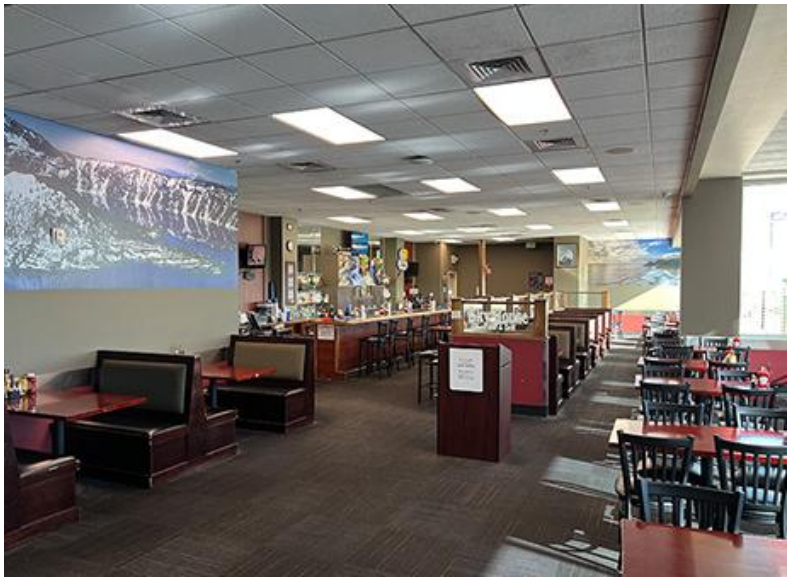
A good example of this concept is at Wilkes-Barre/Scranton International Airport (AVP), which holds a five-day intensive ARFF training course. AVP invites personnel from nearby airports and volunteer fire departments to participate in live burns and classroom instruction and charges a fee per student.

PASSENGER EXPERIENCE

While the Del Norte County Airport terminal still looks and feel brand new, it lacks some of the amenities that other regional airports provide, such as food options, drink options, and other concessions. Small regional airports often struggle to support in-terminal concessions due to a combination of low passenger volume, high operating costs, and limited dwell time.

Limited passenger traffic makes it difficult for concessionaires to generate enough sales to cover rent, labor, and supply costs. Moreover, passengers often arrive closer to departure time at small airports with short security lines and minimal congestion. When there are just one or two departures each day, there are long periods without customers. It can be hard to justify staying open all day, which makes staffing difficult.

PHOTO 9: IN-TERMINAL RESTAURANT AT MEDFORD AIRPORT
SOURCE: MEDFORD AIRPORT



Airport concessionaires must meet TSA and FAA security rules which adds costs, including background checks and badging for sterile-area access. Labor costs, utilities, and insurance are often higher than for comparable businesses outside the airport.

At smaller airports, restaurants can be more successful when they are outside of security, and open to the public. This layout allows the restaurant to serve not just passengers, but also friends and family picking up or dropping off travelers, airport staff and airline crews, local residents, and visitors.

Del Norte County Airport has space on the upper level that could serve as a restaurant. But it would take considerable private investment in buildout. To make the project work, the Airport will likely need to develop a very low cost lease. It will also need to ensure good signage and parking for non-travelers, offer breakfast/lunch hours, and ensure its open when flights arrive and depart.

With a restaurant outside of the secure area, customers that “Fly-in for lunch” become an option. A good restaurant can turn an airport into a regional aviation destination, boosting fuel sales. Pilots often choose

where to fly based on where they can eat - and will go out of their way to visit a well-known airport café. Restaurants also pay lease/rent to the airport and generate economic spillover. Additionally, an on-field restaurant brings non-aviation locals to the airport, people who may otherwise never visit. Those new visits often generate new passengers for local airline service.

In the short term, there is a more immediate opportunity to add vending services beyond security in the terminal gate area. Vending machines can fill essential passenger needs when full concessions aren't feasible. The most effective vending setups balance convenience, variety, and low maintenance, while matching the flight schedule and customer base.

Among the most popular vending options are cold drink machines, with bottled water, soda, energy drinks, iced tea, and juice; snack vending, with chips, granola bars, candy, trail mix, nuts, crackers, and any other items that are shelf-stable, not easily melted, and brand-recognizable; coffee vending (bean-to-cup) with newer, premium-style machines offering fresh-brewed coffee, espresso, lattes; and, travel essentials machines, with headphones, phone chargers, sleep masks, and pain relievers.

Del Norte County Airport could work with local vending companies, offering a low lease rate and a low share of the revenue, to entice them to set-up and monitor the machines. An airport can generate roughly $5,000 per year per vending machine, depending on traffic, location, and product mix. At small regional airports, total annual vending revenue often crests $50,000, but it varies widely based on volume and strategy.

PHOTO 10: FOOD TRUCK AT SAN LUIS OBISPO AIRPORT
SOURCE: SLO DOG FOOD TRUCK

Another option is to work with local food trucks and coffee trucks to ensure they are available to meet each scheduled flight operation. In exchange for a day fee, usually $50 or less, food trucks can park near the terminal and sell their items to both passengers and those who are meeting them.

Food trucks work best at airports just like CEC, where there's no full-service restaurant or concession inside, light activity is too low to support a permanent food business, and local engagement is part of the airport's strategy. Food

trucks offer a flexible, low-cost solution that enhances passenger experience and draws in community traffic, mostly through social media.

In California, Santa Maria Airport hosts food trucks during lunch hours for passengers, staff, and locals. San Luis Obispo County Airport periodically rotates food trucks outside the terminal. Food truck service is also common in other parts of the country.

Food trucks will never be a large airport revenue generator. But they can serve travelers while drawing more attention to the airport through the food truck's own social media channels.

While not directly related to the improvement of the passenger experience, but still important to the terminal feel, the Airport could increase its efforts to sell advertising within the terminal. In-terminal advertising provides a valuable source of non-aeronautical revenue and supports local economic development, with minimal capital investment.

Under Project SOAR, nearby Humboldt County and its Airport Department are actively working with GoHumCo to manage and sell in-terminal advertising, including a digital video wall above baggage claim and other display opportunities. Advertising platforms listed on sites like Alluvit Media and AdQuick for ACV indicate availability across formats (baggage claim, concourse, gate ads), with broad campaign options. Based on other airports of similar size, a digital ad would run between $200 and $500 per month, with a number of ads in rotation.

PHOTO 11: AIRPORT ELECTRIC VEHICLE CHARGERS
SOURCE: THE PARKING SPOT

Outside the terminal, Del Norte County Airport has a competitive advantage over other airports in the region with free parking. However, there are no charging stations for an increasing number of fully electric vehicles. A type two charger that would be compatible with longer term parking would typically cost between $15,000 and $20,000 installed. But there are several cost sharing options available in Del Norte County.

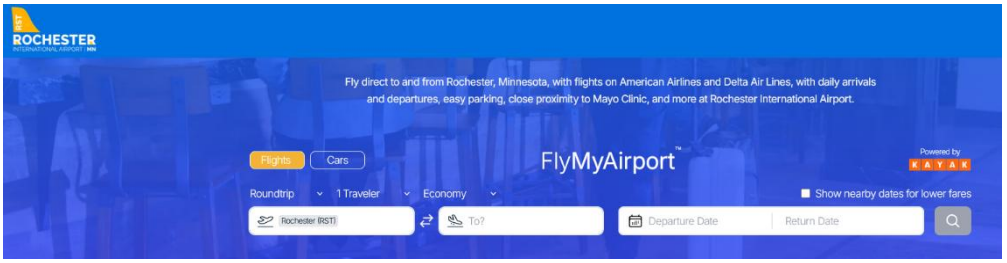
The County has established a streamlined permitting process for non-residential EV charging installations, including at public facilities and airports. With complete documentation, permits are issued in one to three business days.

The Golden State Priority Project, which includes 28 northern counties, with emphasis on low-income and disadvantaged communities, offers up to 50% cost coverage, with capped rebates, up to $50,000 per connector or $100,000 for larger systems. The NEVI Formula Program for highway and corridor charging infrastructure has $384M allocated to California for fast chargers along major routes, with participation possible if the airport is located near a designated corridor.

A final passenger experience improvement could be added virtually – by enhancing the Airport's website. Many smaller regional airports now include both booking engines and cost calculators on their website, so that they can become a "one-stop shop" for travelers.

A booking engine lets travelers quickly see what flights are available from their local airport, helping to reduce leakage to larger, farther airports. It reminds them they can "fly local." Booking engines with analytics can track demand trends, search-to-book ratios, and lost bookings, which are valuable insights for air service development presentations to airlines.

PHOTO 12: FLIGHT BOOKING ENGINE, ROCHESTER INT'L AIRPORT
SOURCE: RST WEBSITE



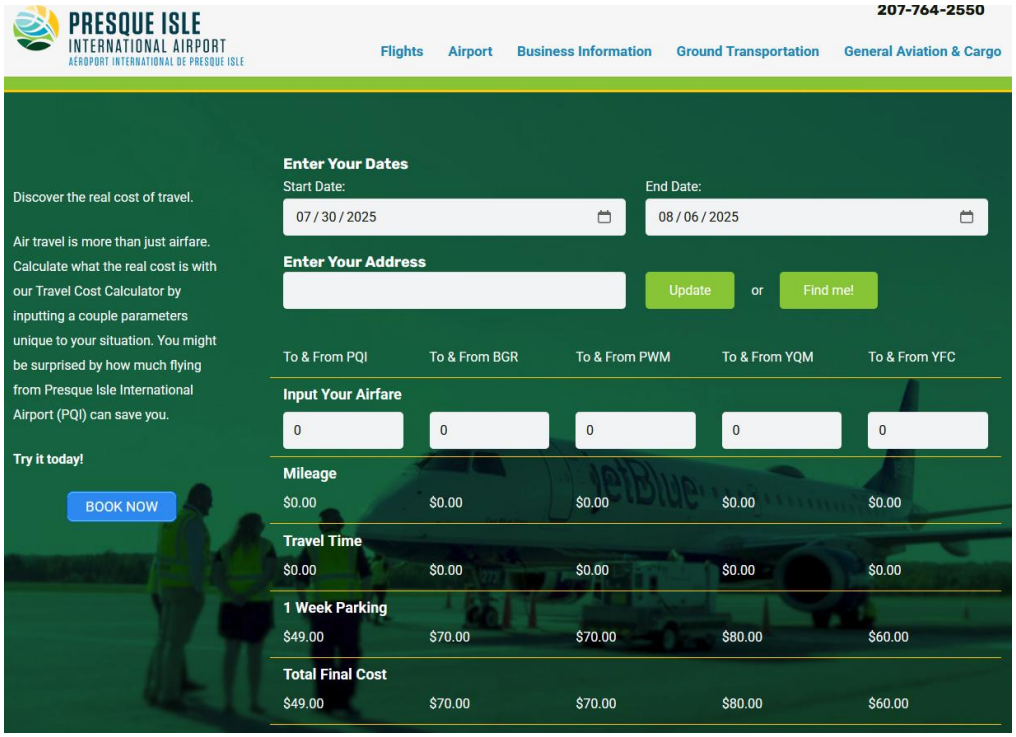
An interactive booking tool keeps visitors on your site longer and improves the user experience. This increases the chance they'll book a flight, rent a car, or learn about parking and amenities. When you run digital ads, social campaigns, or email promotions, directing users to a booking-capable airport website ensures a more seamless journey — reducing drop-off and improving conversion.

Many booking engines (like FlyMyAirport or Kayak-integrated tools) offer commission structures — your airport earns a small cut on bookings made through your site, especially for hotels, rental cars, or vacation packages.

If your airport is served by lesser-known airlines, a booking engine can raise awareness and highlight them to the public. It positions the airport as a gateway to travel, not just a facility — reinforcing its role in community mobility and economic growth.

An airport should also have a travel cost calculator on its website to help local travelers understand the true value of flying from their hometown airport. A calculator can help an airport compete more effectively with larger, out-of-area hubs. By comparing total trip costs, not just airfare, travelers often realize that flying from their local airport is similarly priced or even cheaper, especially when convenience and time are factored in. A calculator is a simple way to educate travelers on how their decisions impact local air service and the regional economy. It connects every booking decision to the future of hometown service.

PHOTO 13: AIRPORT COST CALCULATOR, PRESQUE ISLE INT'L AIRPORT
SOURCE: PQI WEBSITE



The calculator can provide aggregated data to show how many people are comparing costs, reveal which competing airports they're considering, and quantify the value of time savings offered by local flights. This data can be shared with airlines to better develop targeted marketing.

A calculator should include a side-by-side cost comparison of airfare, parking, gas and/or mileage, drive time value, and the cost of a possible hotel stay for those taking early morning flights.

A basic, pre-built calculator, should cost no more than $5,000. It can often be bundled with a booking engine to reduce the overall website cost.

COMMUNITY INTEGRATION AND ECONOMIC DEVELOPMENT

It is more important than ever for Del Norte County Airport to better integrate with the local community and its major organizations. As illustrated in this report, the Airport has a huge economic impact on the County, supporting almost 100 jobs, with the opportunity to significantly grow that impact. The Airport's growth can help to offset economic uncertainty in the region.

Del Norte and Curry Counties face several ongoing and emerging economic threats due to geographic isolation, limited industry base, and vulnerability to environmental and policy changes. These threats can hinder local job growth, infrastructure development, and long-term community sustainability.

The economy is heavily reliant on government employment (including Pelican Bay State Prison), tourism, and fishing and timber, both of which face long-term decline. There's limited growth in high-wage sectors like tech, finance, or advanced manufacturing. If Pelican Bay State Prison were to close, it would have a significant and potentially destabilizing impact on the economy of Del Norte County. As one of the county's largest employers and sources of stable income, the prison supports not only hundreds of jobs, but also local businesses, tax revenues, and public services.

CHAMBER RELATIONSHIP AND PARTNERSHIP

Tourism is becoming increasingly important to Del Norte County. The Airport can drive increases in high value tourists. Today it works on joint marketing with the Crescent City - Del Norte County Chamber of Commerce. There is potential to grow that relationship.

The Chamber's network, influence, and role in community promotion make it a natural ally for the airport. A collaborative relationship helps ensure the airport is seen as vital infrastructure, not just for travelers, but for the local economy. It also ensures that small businesses and entrepreneurs are aware of opportunities at or near the airport, and that community members and visitors better understand and value air service.

The Chamber should follow the lead of economic development organizations in other communities and be sure to include the airport in economic development strategy discussions. It can position CEC as essential infrastructure for business attraction and retention. The Chamber can also advocate with local, state, and federal leaders for airport funding and air service development. It would be helpful if the Chamber would

assist in convening public-private coalitions for aviation workforce programs, such as flight training or aircraft maintenance training.

PARTNERING WITH OTHER ORGANIZATIONS

Beyond the Chamber, the Airport should also work to develop strong relationships with a number of regional economic development organizations. Partnerships can drive more passengers, reduce leakage to other airports, increase interest in developing airport property, and develop support for airport events.

The Del Norte Economic Development Corporation (DNEDC) supports small businesses through gap financing and works to promote job creation and project development in Crescent City and Del Norte County. Partnering with DNEDC can help the airport support aviation-related businesses or non-aeronautical development projects on airport land.

"Partnerships can drive more passengers, reduce leakage to other airports, increase interest in developing airport property, and develop support for airport events."

North Edge is a Community Development Financial Institution (CDFI) serving Del Norte, Humboldt, and other northern counties. They offer financing, technical assistance, and convene regional initiatives like Redwood Region RISE, a multi-county planning process for equitable economic growth. Working with the group could unlock project-level grants, business loans, and regional economic strategy support.

The North Coast Small Business Development Center (NCSBDC) provides no-cost workshops, one-on-one advising, and training to startups and existing ventures. They can help local aviation entrepreneurs navigate business planning, regulations, and capital readiness.

The local Workforce Development Board's Smart Workforce Center–Crescent City serves Del Norte County and connects businesses with WIOA funding, On-the-Job Training (OJT) subsidies, youth internships, and workforce pipeline solutions.

These partnerships can help the Airport secure access to local, state, and federal grants, capital pools, workforce training dollars, and economic strategy planning support. Cooperative initiatives can help the airport reflect broader county goals, including tourism, workforce development, resilience, and industrial diversification. Aligning with organizations like North Edge and CCRP ensures that airport-driven projects serve historically underserved communities.

GRANT DEVELOPMENT

The Airport should develop, and continually update, a grant funding opportunity list and calendar to ensure it doesn't miss opportunities for additional funding. Grants can be sourced from a number of governmental agencies including the Federal Aviation Administration (FAA), the Department of Transportation (DOT), the State of California, the State of Oregon, the Harbor Fund, and even from school and college sources in the case of training programs.

"The Airport should make an effort to prioritize goals. Some of the work has already been done in the form of the Master Plan, and additional work will be completed in the final strategic plan."

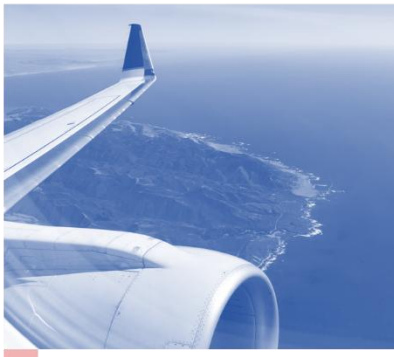
Beyond the typical FAA grants, Del Norte County Airport can compete for funding from a number of agencies. Caltrans Division of Aeronautics Grants offer acquisition & development grants along with matching FAA AIP funds. Del Norte County Airport is eligible via the California Aviation System Plan (CASP).

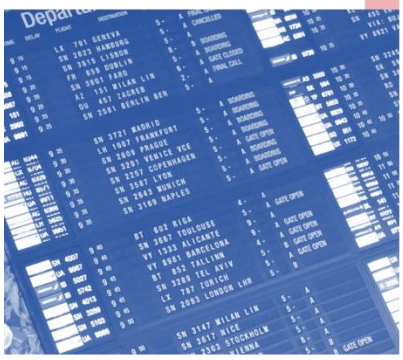
The Airport can apply for funding from the California Energy Commission (CEC) for EV and clean energy grants. These grants would support efforts for solar development, EV charging infrastructure, microgrids, and sustainability planning. They may also fund airport electrification efforts or clean transportation pilot programs.

The Governor's Office of Business and Economic Development (GO-Biz) offers access to infrastructure funding tools, rural economic development programs, and clean transportation incentives.

The Airport should make an effort to prioritize goals. Some of the work has already been done in the form of the Master Plan, and additional work will be completed in the final strategic plan. The Airport will be able to define short- and long-term needs, including runways, hangars, solar, economic development, and workforce.

VOLAIRE
AVIATION CONSULTING





VOLAIRE AVIATION, INC.

8500 EAST 116TH STREET, SUITE 728

FISHERS, INDIANA 46038

VOLAIREAVIATION.COM