



BORDER COAST REGIONAL AIRPORT AUTHORITY

1650 Dale Rupert Rd. Ste. 100 • Crescent City, CA 95531 • 707.464.7288

MONTHLY BOARD MEETING

February 5th, 2026

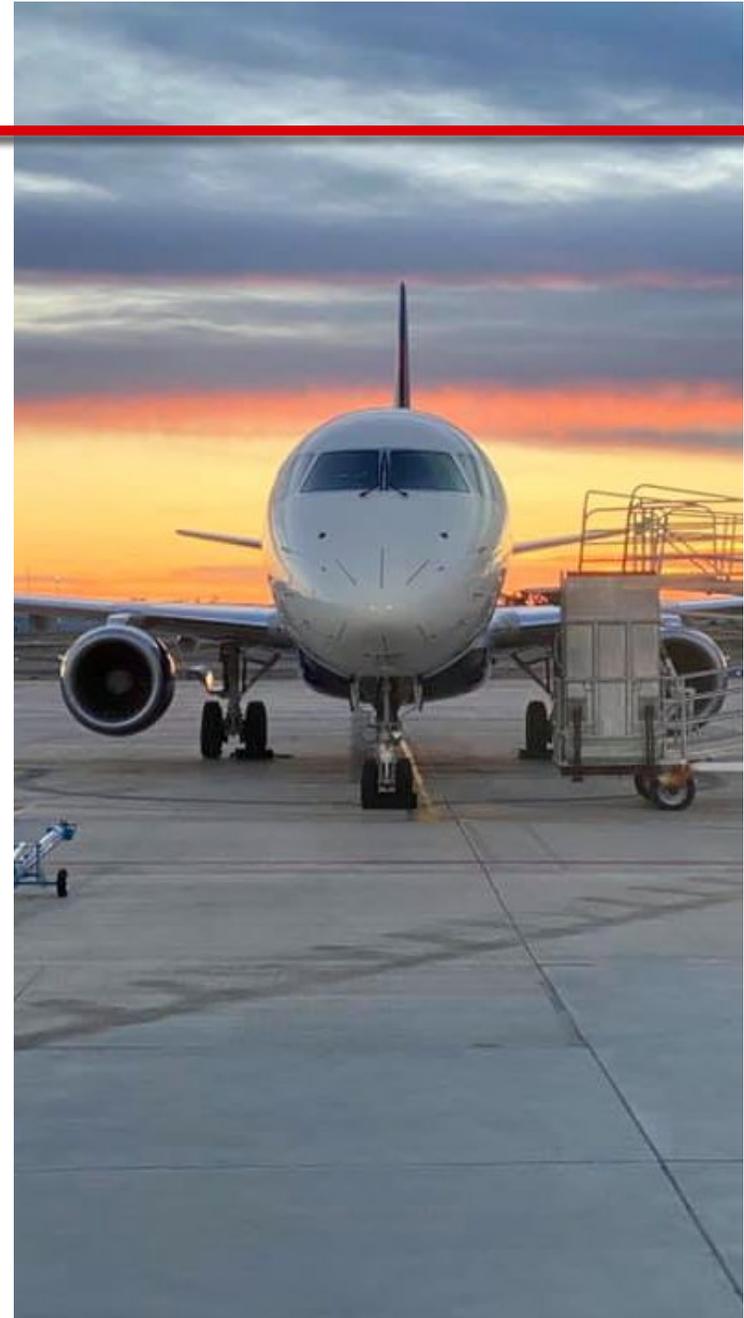
STRATEGIC BUSINESS OPTIONS

BORDER COAST REGIONAL AIRPORT AUTHORITY ■ JANUARY 2026



AGENDA

- > SWOT SUMMARY
- > AIR SERVICE DEVELOPMENT
- > GENERAL AVIATION
- > NON-AERONAUTICAL
- > PASSENGER EXPERIENCE
- > COMMUNITY INTEGRATION
- > RANKING OPTIONS



TOPIC ONE

SWOT SUMMARY



STRENGTHS

INTERNAL

- > AIRLINE SERVICE
- > AIRPORT PARTNERS (CAL ORE, FEDEX, ETC.)
- > EASY TO ACCESS FACILITIES
- > AIRPORT LAYOUT AND AMENITIES
- > SURROUNDING LOCATION
- > LOW FEES/RATES/CHARGES
- > GOOD AND HELPFUL STAFF

WEAKNESSES

INTERNAL

- > RUNWAY LENGTH
- > NO RESTAURANT/VENDING/TERMINAL SERVICES
- > AIRLINE CONNECTIVITY (PASSENGER LEAKAGE)
- > KNOWLEDGE OF AIRLINE SERVICE
- > COST OF FLYING LOCALLY/NEED FOR TWO TICKETS
- > LOCAL/STATE/FEDERAL REGULATIONS
- > NO "AVIATION SUPPORT" ON FIELD (MAINTENANCE/TRAINING)

OPPORTUNITIES

EXTERNAL

- > **ADJUST AIRLINE SERVICE/PORTLAND FLIGHT OPTION**
- > **MAINTENANCE/PILOT TRAINING PARTNERSHIP**
- > **DEVELOP LAND HOLDINGS**
 - > **NON-AERONAUTICAL LEASES**
- > **ARFF TRAINING SERVICE**
- > **ENHANCED TOURISM**
- > **GRANT DEVELOPMENT**

THREATS

EXTERNAL

- > **FUTURE OF ESSENTIAL AIR SERVICE (EAS & AEAS)**
- > **REGIONAL COMPETITION**
- > **WEATHER AND CLIMATE CHANGE**
- > **CHANGING REGIONAL AIRCRAFT FLEETS**
- > **AIRLINE PRICING**
- > **REGIONAL ECONOMY**
- > **FUTURE OF GENERAL AVIATION**

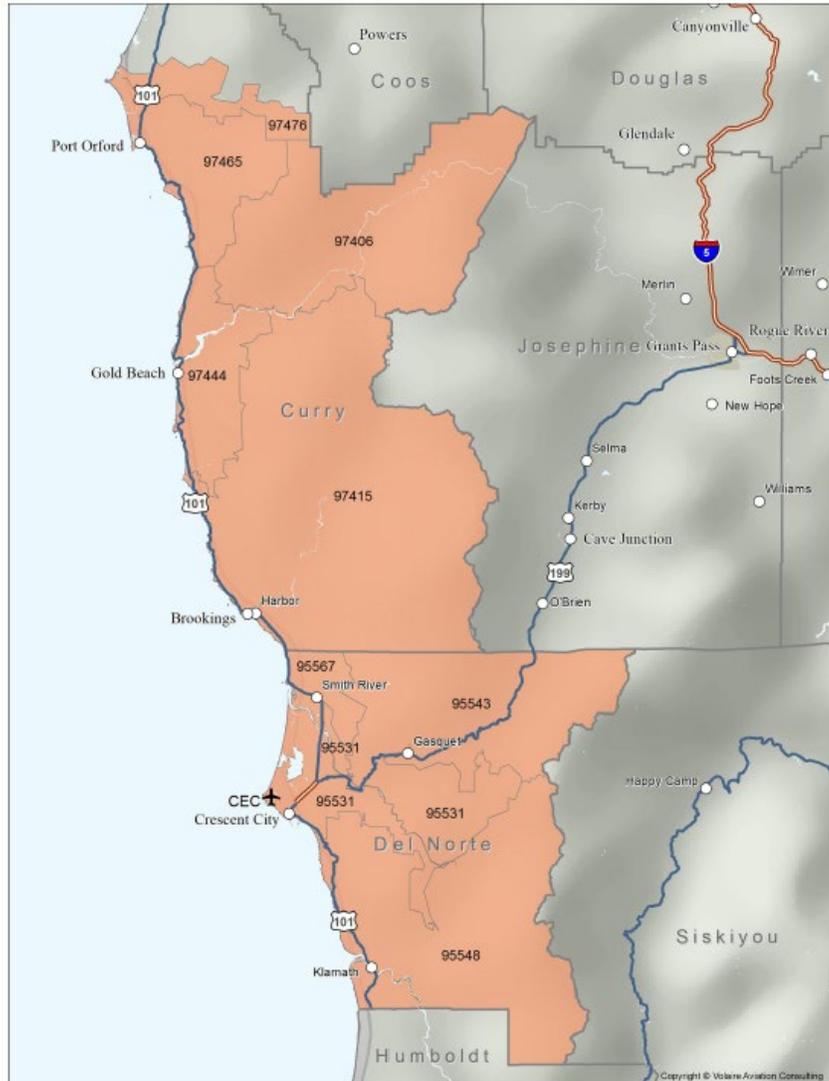
TOPIC TWO

AIR SERVICE DEVELOPMENT



PRIMARY MARKET AREA

CEC CATCHMENT AREA AND PRIMARY SERVICE AREA

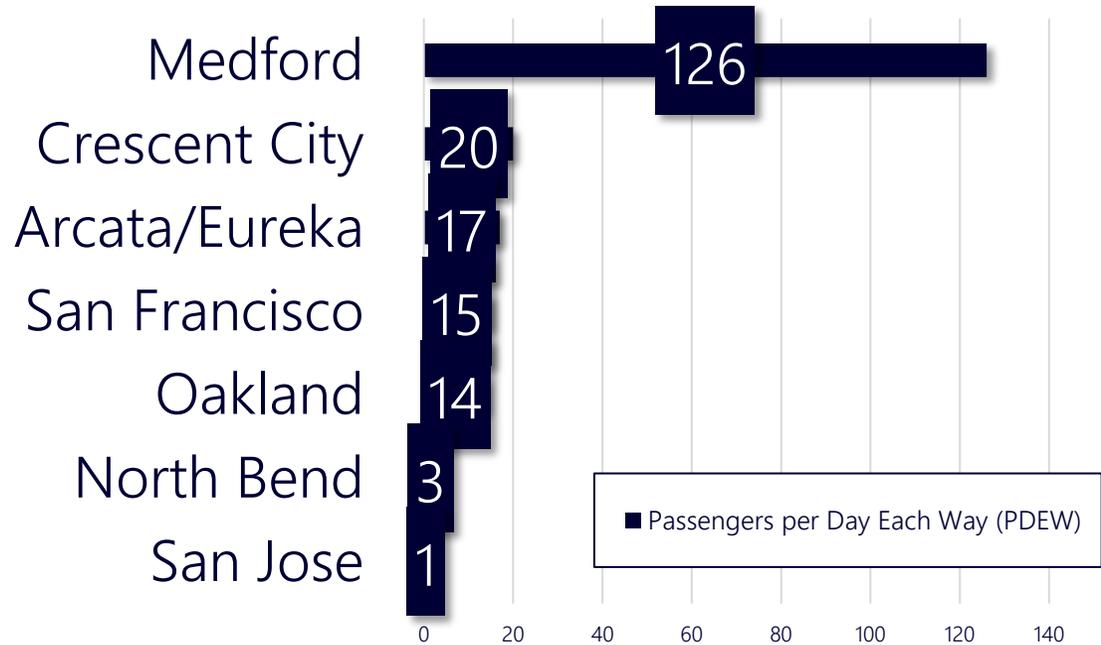


Rank	Zip Code	City	P.O. Box Only	2020 Population	Population Share
1	95531	CRESCENT CITY		23,468	56.7%
2	97415	BROOKINGS		14,468	35.0%
3	97444	GOLD BEACH		5,599	13.5%
4	95567	SMITH RIVER		1,828	4.4%
5	97465	PORT ORFORD		2,316	5.6%
6	95548	KLAMATH		1,342	3.2%
7	95543	GASQUET		821	2.0%
8	97476	SIXES		122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

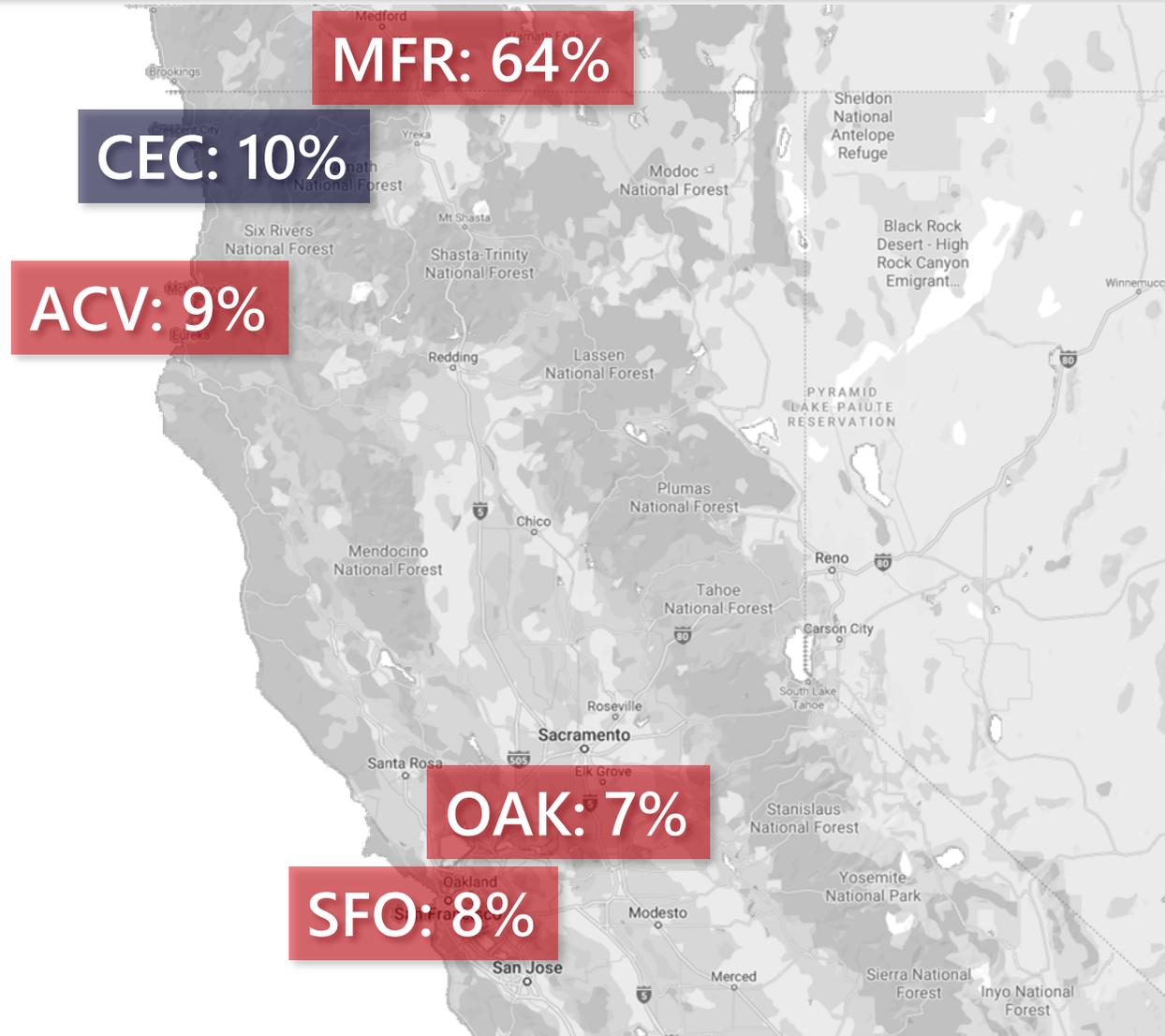
TOTAL POPULATION: 41,384

JUST 10% OF PASSENGERS USE CEC

CEC PASSENGER RETENTION STUDY, YEAR ENDED FIRST QUARTER 2023

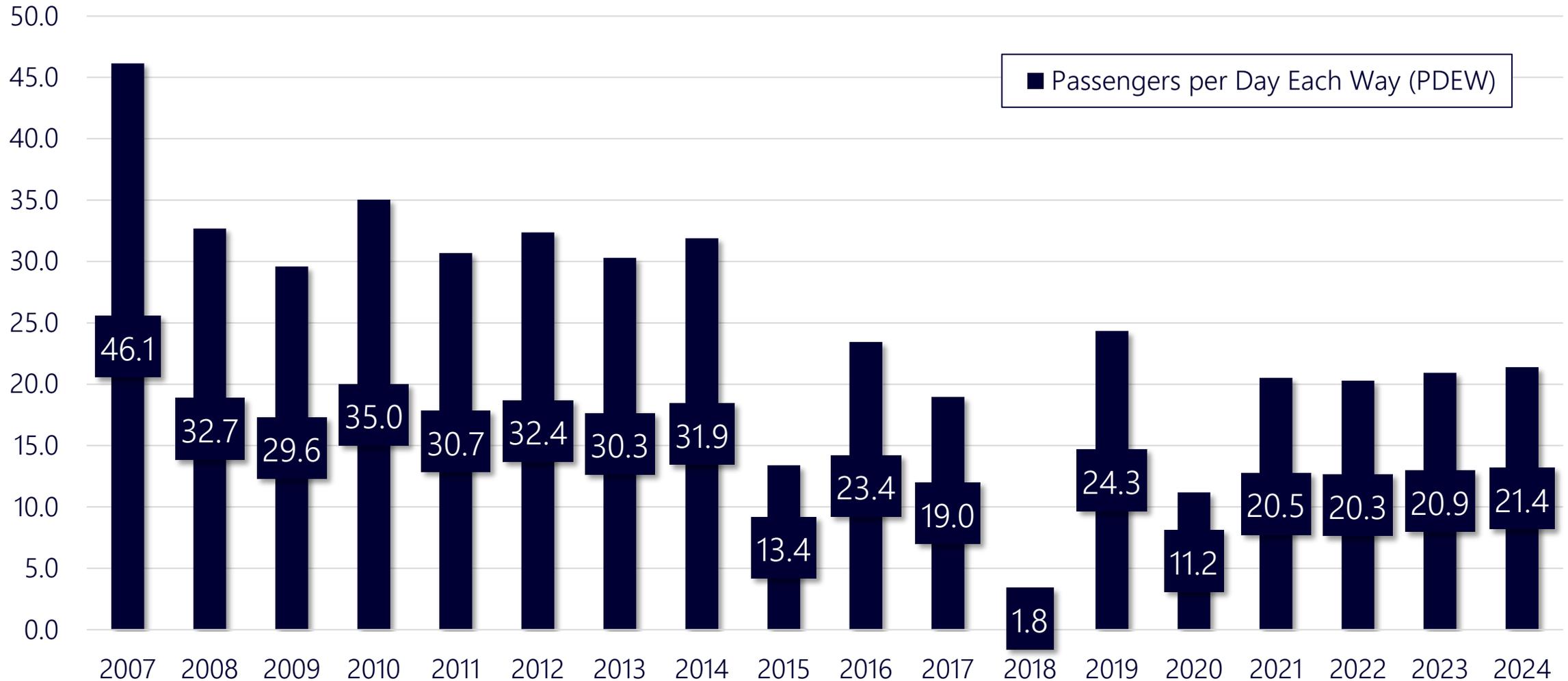


197 PER DAY EACH WAY



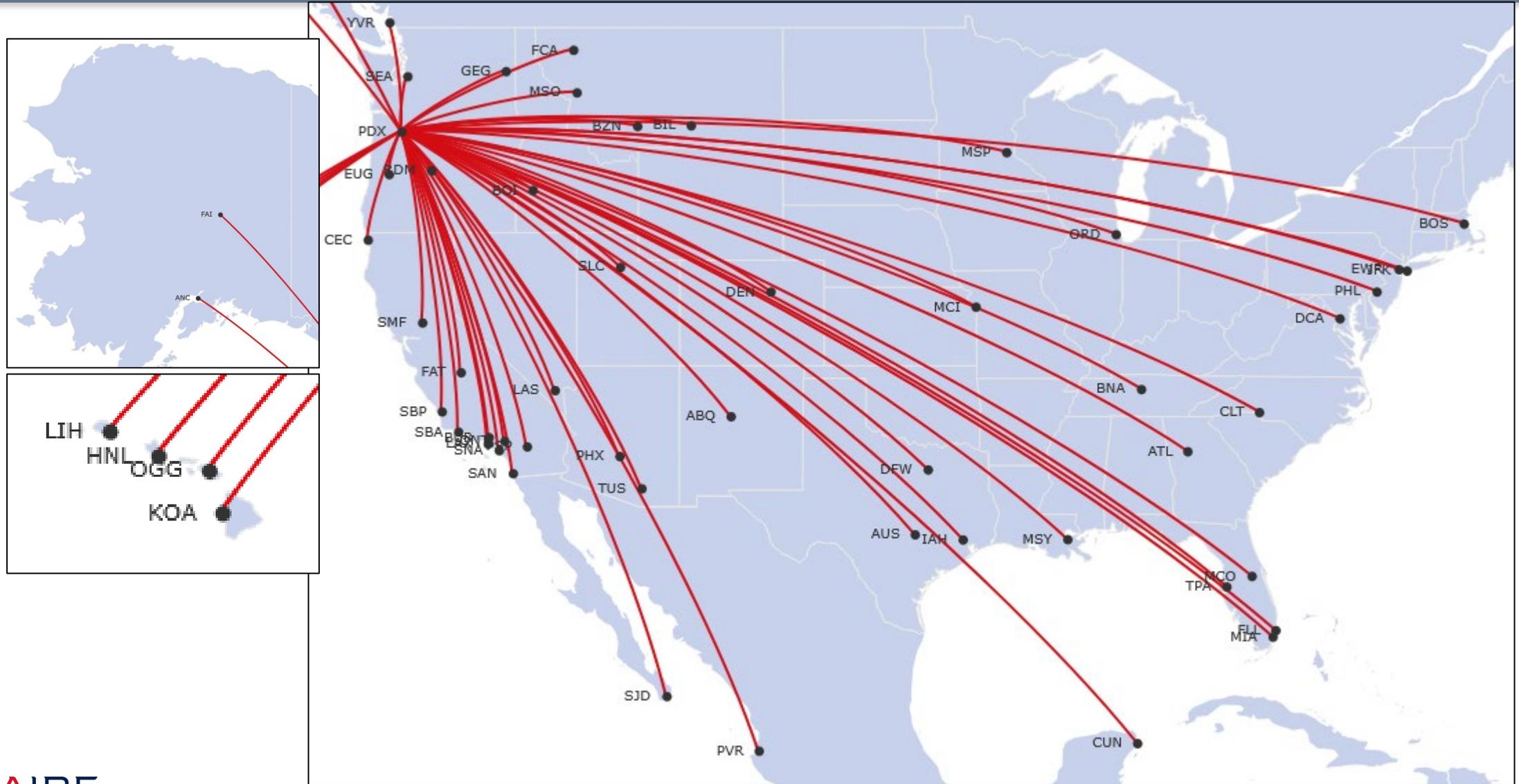
PASSENGERS ARE DOWN BY HALF SINCE 2007

AVERAGE PASSENGERS PER DAY EACH WAY AT CEC, CY2007 – CY2024



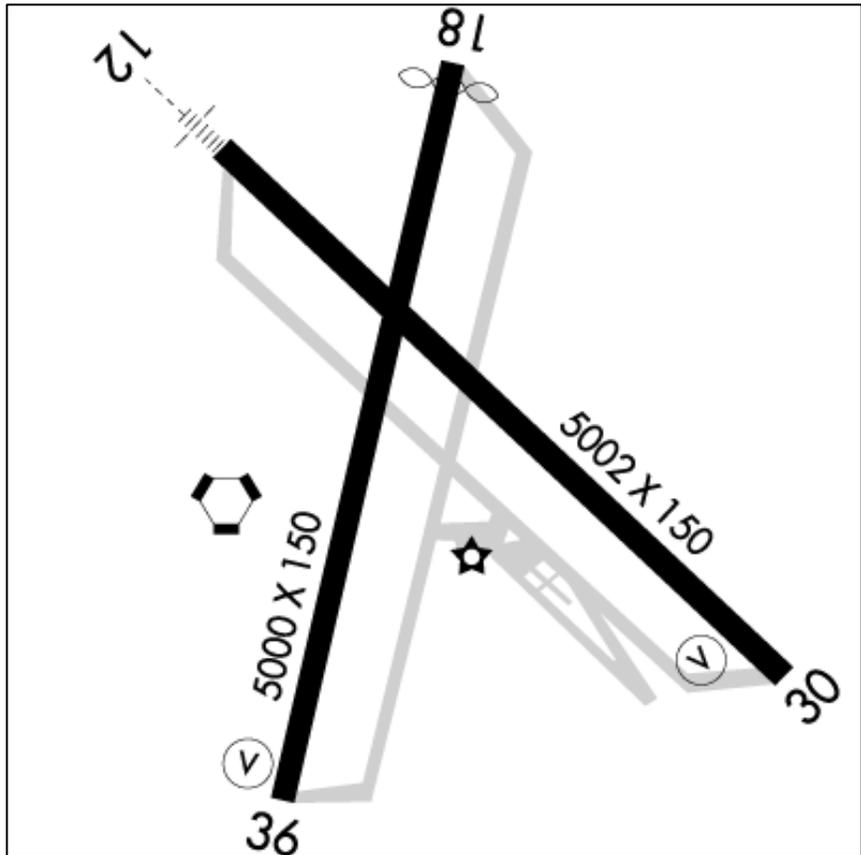
PDX CONNECTS TO 54 CITIES

CONNECTIVITY ON ALASKA AIRLINES AT PORTLAND (PDX), AS OF AUGUST 2025



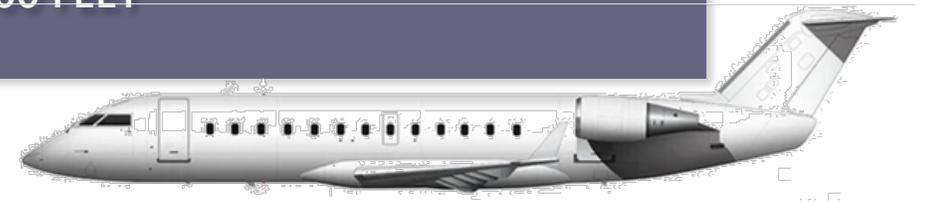
RUNWAY LENGTH IS LIMITING

CURRENT RUNWAY LENGTH AT DEL NORTE COUNTY AIRPORT, AS OF AUGUST 2025



CRJ200

MIN. TAKEOFF LENGTH: 5,800 FEET
NUMBER IN FLEET: 82



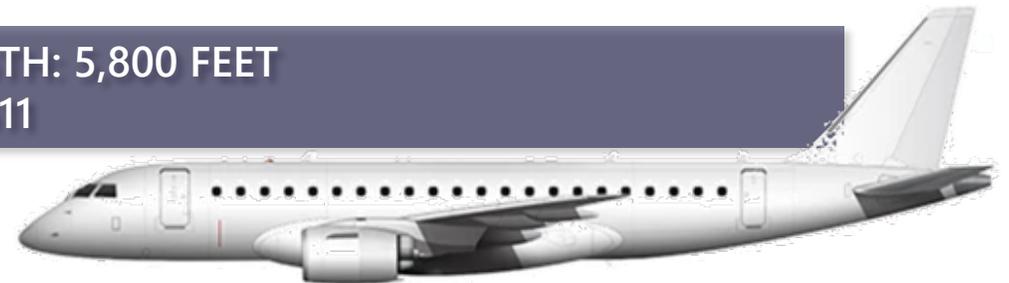
CRJ550/700

MIN. TAKEOFF LENGTH: 5,300 FEET
NUMBER IN FLEET: 146



ERJ175

MIN. TAKEOFF LENGTH: 5,800 FEET
NUMBER IN FLEET: 511



TOPIC THREE

GENERAL AVIATION



GAPS IN CEC SERVICES

GAP ANALYSIS, DEL NOTRE COUNTY AIRPORT'S GENERAL AVIATION SERVICES, AS OF AUGUST 2025



AIRCRAFT
MAINTENANCE

FLIGHT/PILOT
TRAINING

AUTOMATED
FEE COLLECTION



OPTION: AIRCRAFT MAINTENANCE

AVIATION MAINTENANCE TRAINING PROGRAM ANALYSIS, AS OF AUGUST 2025



AIRCRAFT MAINTENANCE

- > PARTNERSHIP WITH **CR COLLEGE OF THE REDWOODS**
- > NEED FOR 12,000 TECHNICIANS PER YEAR
- > START-UP COSTS AS MUCH AS \$5 MILLION
- > LOCAL PROGRAMS CAN HELP PROCURE FUNDING

OPTION: PILOT TRAINING

FLIGHT/PILOT TRAINING PROGRAM ANALYSIS, AS OF AUGUST 2025

FLIGHT/PILOT TRAINING

- > PARTNERSHIP WITH 
- > NEED FOR 8,000 PILOTS PER YEAR
- > PROJECTED START-UP PLAN:



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	

OPTION: AUTOMATED FEE COLLECTION

FEE COLLECTION ANALYSIS, AS OF AUGUST 2025



AUTOMATED
FEE COLLECTION

- > PARTNERSHIP WITH **PLANEPASS**[®]
by VECTOR
- > AUTOMATED LANDING FEE/PARKING COLLECTION
- > PAYMENTS SUBMITTED TO AIRPORT MONTHLY
- > VECTOR TAKES A PERCENTAGE OF REVENUE

OPTION: AVIATION EVENTS

POTENTIAL AVIATION EVENTS, AS OF AUGUST 2025

YOUNG EAGLES FLIGHTS (EAA)

- > YOUTH FLIGHT OPPORTUNITIES
- > FLY-IN DAYS (FOOD TRUCKS, ETC.)
- > SANTA ARRIVAL
- > AIRPORT CAREER NIGHT



**Do you know a
Youth Interested in
Flying?**

Launched in 1992, the Young Eagles program has dedicated 32 years to giving youth ages 8-17 their **first free ride in an airplane.**

**MOORE COUNTY AIRPORT
SAT, MAY 4TH, 2024
9 AM -1 PM**

Sponsored By:



Contact Jim Murray
for more information:

910-638-5774

Jim@MooreNC.com

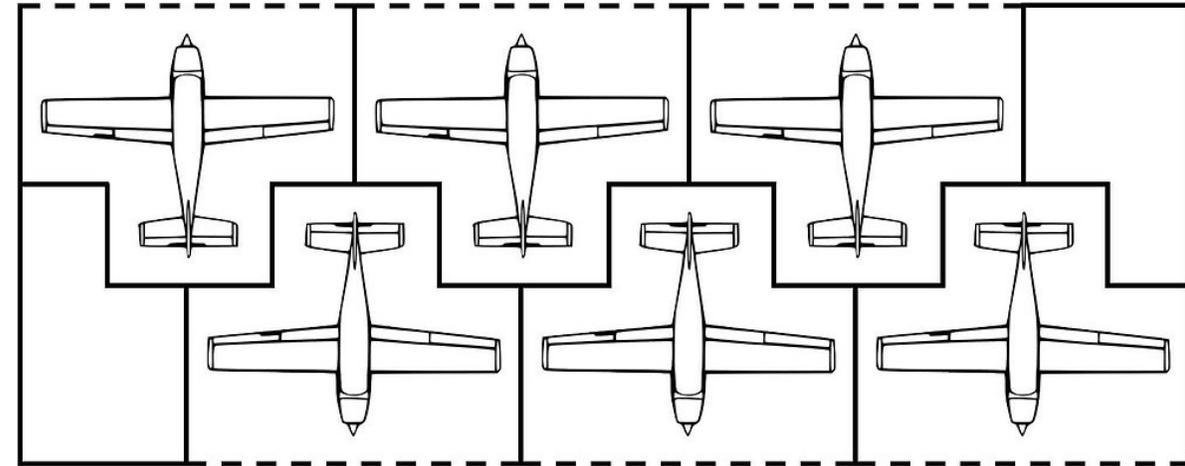
**Hosted By
EAA Chapter 1220**

OPTION: HANGAR DEVELOPMENT

HANGAR DEVELOPMENT ANALYSIS, AS OF AUGUST 2025

T-HANGAR ROW

- > HANGAR DEMAND IS STEADY
- > WILL LIKELY FALL IN FUTURE
- > AVERAGE G-A PILOT IS 55 YEARS OLD
- > TEN UNIT T-HANGAR ROW: \$1.6 MILLION



TOPIC FOUR

NON-AERONAUTICAL DEVELOPMENT



OPTION: SOLAR DEVELOPMENT

MICROGRID MODEL, AS OF AUGUST 2025

> PARTNERSHIP WITH



- > ACV MICROGRID MODEL
- > \$5 MILLION STATE GRANT AND \$6 MILLION LOAN
- > SOME POWER SOLD/SOME POWER STORED

OPTION: LAND LEASES

POTENTIAL LAND LEASE OPTIONS, AS OF AUGUST 2025

> LAND THAT CANNOT BE USED FOR AERONAUTICAL PURPOSES

RV/OTHER STORAGE



SURF SHOP

LIGHT MANUFACTURING



OPTION: DESTINATION FOR TRAINING

BUILDING AN ARFF TRAINING PROGRAM, AS OF AUGUST 2025

- > PARTNERSHIP WITH AN ARFF TRAINING PROGRAM



- > SPLIT COST OF TRAINERS WITH MULTIPLE AIRPORTS
- > UP TO \$1,600 PER STUDENT
- > UPCHARGE AS HOSTING FEE

TOPIC FIVE

PASSENGER EXPERIENCE



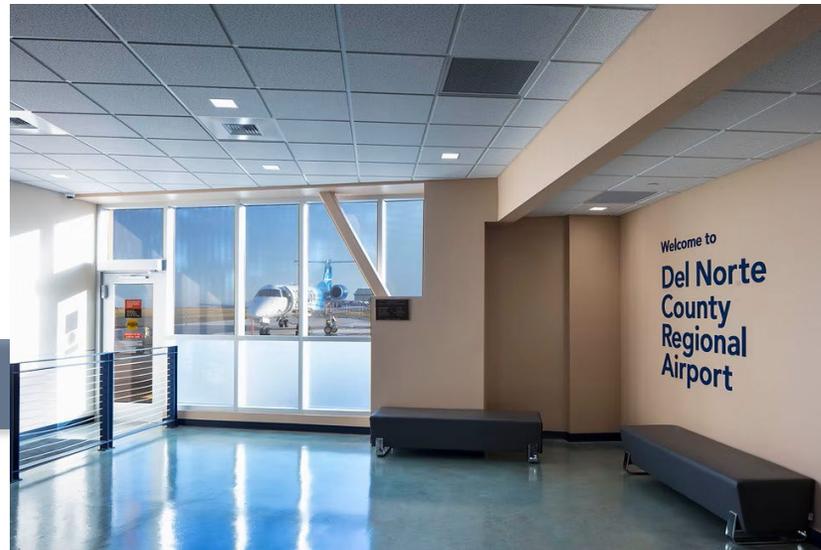
OPTION: CONCESSIONS

PROVIDING FOOD AND DRINK OPTIONS, AS OF AUGUST 2025

IN-TERMINAL VENDING



FOOD TRUCKS @ FLIGHT TIMES

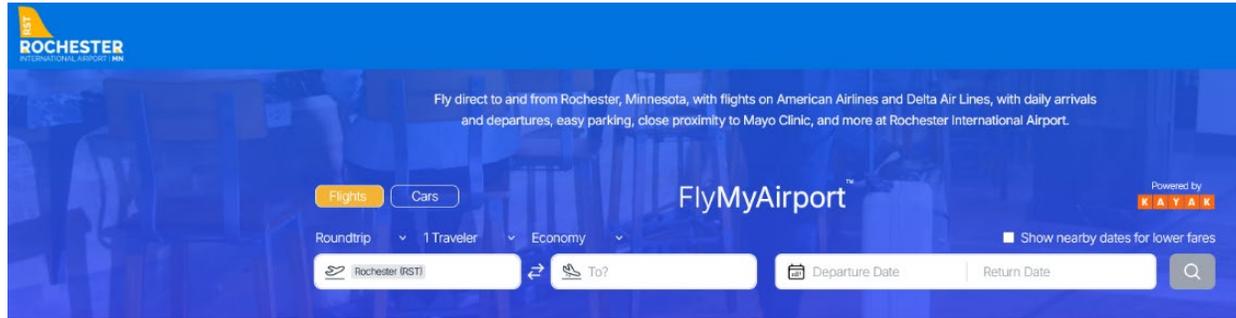


IN-TERMINAL RESTAURANT



OPTION: WEBSITE ENHANCEMENTS

POSSIBLE WEBSITE ADDITIONS, AS OF AUGUST 2025



ON-LINE BOOKING ENGINE

- > INTERACTIVE, ONE-STOP SHOP TO PROMOTE
- > COMMISSION REVENUE POSSIBLE

TRUE COST CALCULATOR

- > COMPARE AIRPORTS IN REGION
 - > MILEAGE
 - > PARKING
 - > FARE

Discover the real cost of travel.

Air travel is more than just airfare. Calculate what the real cost is with our Travel Cost Calculator by inputting a couple parameters unique to your situation. You might be surprised by how much flying from Presque Isle International Airport (PQI) can save you.

Try it today!

[BOOK NOW](#)

	To & From PQI	To & From BGR	To & From PWM	To & From YQM	To & From YFC
Input Your Airfare	<input type="text" value="0"/>				
Mileage	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Travel Time	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1 Week Parking	\$49.00	\$70.00	\$70.00	\$80.00	\$60.00
Total Final Cost	\$49.00	\$70.00	\$70.00	\$80.00	\$60.00

OPTIONS: PASSENGER-FACING

ANALYSIS OF PASSENGER FACING OPTIONS, AS OF AUGUST 2025



ELECTRIC VEHICLE PARKING

- > REBATES FROM STATE (\$50K PER CHARGER)
- > MOST OF COST COVERED BY OTHERS

IN-TERMINAL ADVERTISING

- > PARTNER WITH AD FIRM
- > NO UPFRONT COST
- > PASSTHROUGH REVENUE



TOPIC SIX

COMMUNITY INTEGRATION



CEC STRENGTHENS THE ECONOMY

CRESCENT CITY ECONOMIC IMPACT STUDY, SEPTEMBER 2023



\$22.6M
ANNUAL IMPACT

98
JOBS

\$2.2M
TOURIST SPENDING



4,000
ANNUAL VISITORS



OPTION: ENHANCED PARTNERSHIPS

WORKING TOGETHER WITH COMMUNITY ORGANIZATIONS, AS OF AUGUST 2025

EXISTING: CRESCENT CITY-DEL NORTE CHAMBER



DEL NORTE ECONOMIC DEVELOPMENT CORP.

NORTH COAST SMALL BUSINESS DEVELOPMENT CENTER

A dark blue rectangular block containing two logos. On the left, the logo for "AMERICA'S SBDC CALIFORNIA" features the text "AMERICA'S" in a small font above "SBDC" in large, bold, white letters, with "CALIFORNIA" in white below it. Underneath is "NORTHERN CA NETWORK" in a smaller white font. On the right, the logo for "SMALL BUSINESS DEVELOPMENT CENTER" features the text "SMALL BUSINESS DEVELOPMENT CENTER" in white, stacked vertically, with "NORTH COAST" in white below it.

OPTION: GRANT DEVELOPMENT PLAN

TRACKING AND PRIORITIZING GRANTS, AS OF AUGUST 2025



**Federal Aviation
Administration**



Caltrans



CALIFORNIA
GOVERNOR'S OFFICE OF BUSINESS AND
ECONOMIC DEVELOPMENT

- > UPDATE GRANT FUNDING OPPORTUNITY LIST
 - > MONTHLY REVIEW OF ALL AGENCIES
 - > CAN INVOLVE CONSULTANTS TO TRACK

- > PRIORITIZE GOALS
 - > CAPITAL DEVELOPMENT
 - > AIRPORT IMPROVEMENT
 - > COMMUNITY OUTREACH
 - > BUSINESS DEVELOPMENT
 - > AIR SERVICE ENHANCEMENT
 - > MARKETING AND OUTREACH

TOPIC SEVEN

RANKING OPTIONS



RANKING BUSINESS OPTIONS

INDIVIDUAL RANKINGS

RANKING BUSINESS OPTIONS			
BUSINESS OPTION	POINTS	BUSINESS OPTION	POINTS
AIR SERVICE DEVELOPMENT			
IMPROVE SERVICE PATTERN/ PDX OPTION	<input type="text"/>	RECRUIT ADDITIONAL EAS BIDDERS IN NEXT CYCLE	<input type="text"/>
EXPAND MARKETING	<input type="text"/>		
GENERAL AVIATION			
WORK WITH COLLEGE OF REDWOODS: MAINTENANCE	<input type="text"/>	WORK WITH COLLEGE OF REDWOODS: PILOT TRAINING	<input type="text"/>
DEVELOP AUTOMATED FEE COLLECTION	<input type="text"/>	DEVELOP AN AVIATION EVENT CALENDAR AND ANNUAL PLAN	<input type="text"/>
BEGIN PROCESS TO BUILD ADDITIONAL HANGARS	<input type="text"/>		
NON-AERONAUTICAL			
BEGIN COLLABORATION FOR SOLAR MICROGRID	<input type="text"/>	RECRUIT LAND LEASE FOR STORAGE COMPANY	<input type="text"/>
RECRUIT LAND LEASE FOR LIGHT MANUFACTURING	<input type="text"/>	RECRUIT LAND LEASE FOR SURF SHOP	<input type="text"/>
BEGIN TALKING TO OTHER AIRPORTS RE: ARFF TRAINING	<input type="text"/>		
PASSENGER EXPERIENCE			
CONTRACT WITH VENDING COMPANY FOR CONCESSIONS	<input type="text"/>	WORK TO DEVELOP FOOD TRUCK HOURS AROUND FLIGHTS	<input type="text"/>
BEGIN PROCESS OF RESTAURANT OUTREACH	<input type="text"/>	ADD BOOKING ENGINE TO AIRPORT WEBSITE	<input type="text"/>
ADD COST CALCULATOR TO AIRPORT WEBSITE	<input type="text"/>	BEGIN COLLABORATION FOR ELECTRIC VEHICLE PARKING	<input type="text"/>
CONTRACT WITH COMPANY FOR IN-TERMINAL ADVERTISING	<input type="text"/>		
COMMUNITY INTEGRATION			
DEVELOP FORMAL PARTNER AGREEMENTS IN COMMUNITY	<input type="text"/>	DEVELOP AND MAINTAIN GRANT OPPORTUNITY LIST	<input type="text"/>

> RANK EACH ITEM IN EACH SECTION FROM 1 TO 7

> WILL TABLULATE AND WEIGHT TO RANK FUTURE OPTIONS

Ranking Results

