


Niagara District Airport Commission is pleased to present :

Proposed 2017 Capital & Operating Budget, 2018 –2039 Capital Forecast, and Strategic Plan

Presented by:
James Detenbeck/Len O Connor
Airport Commission Treasurer/Airport Manager

Proposed 2017 Capital Budget, 2018 –2039 Capital Forecast, and 2017 Operating Budget

Steps:

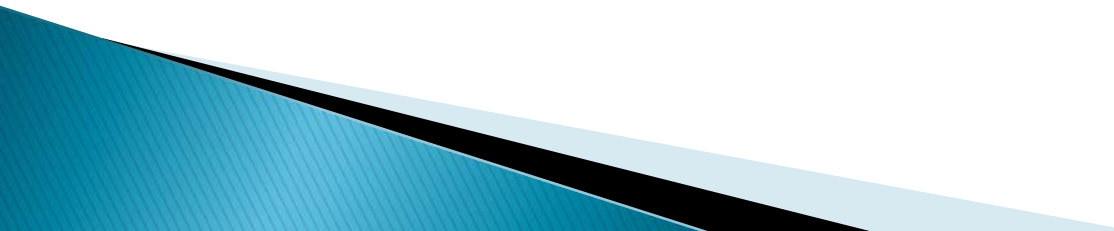
- ▶ 2013 – Establish the Fixed Asset Management Program
 - ▶ August 2013 – The first Working Capital Expenditure 10 year projection
 - ▶ Working Capital Expenditure 20 year projection to the Airport Commission
 - ▶ September 29, 2016 – Presented Capital and Operating Budget to the Airport Commission for Approval
 - ▶ November 21, 2016 – Presentation of Capital and Operating Budget to Town of Niagara on the Lake Councils
 - ▶ November 23, 2016 – Capital and Operating Budget presentation to the Airport Liaison Committee
 - ▶ December 14, 2016 – Presentation of Capital and Operating Budget to the City of Niagara Falls Council
 - ▶ December 19, 2016 – Presentation of Capital and Operating Budget to City of St. Catharine's
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Vision & Mission

- ▶ **Vision:** We are Niagara Region's hassle-free aviation hub offering VIP service to leisure and business travelers, and recreational flyers.
- ▶ **Mission:** To contribute to the economic prosperity of the Niagara Region by providing air connectivity for business and leisure travelers.
- ▶ **Goal:** 15% growth in revenue within the next 3 years by introducing scheduled passenger service and increasing the number of tenants in the airport.

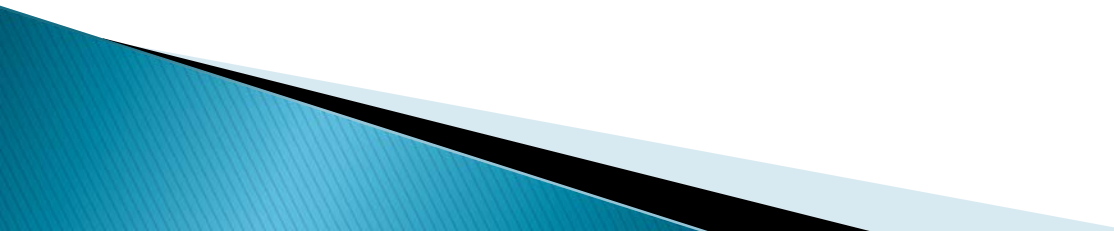
Proposed 2017 Capital Budget, 2018 –2039 Capital Forecast, and 2017 Operating Budget

It is respectfully recommended:

- ▶ 2017 Proposed Capital Budget: \$274,500
 - ▶ Capital Forecast 2018 to 2039: \$18,097,750
 - ▶ 2017 Proposed Operating Budget: \$363,500
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Proposed 2017 Capital Budget, 2018 –2039 Capital Forecast, and 2017 Operating Budget

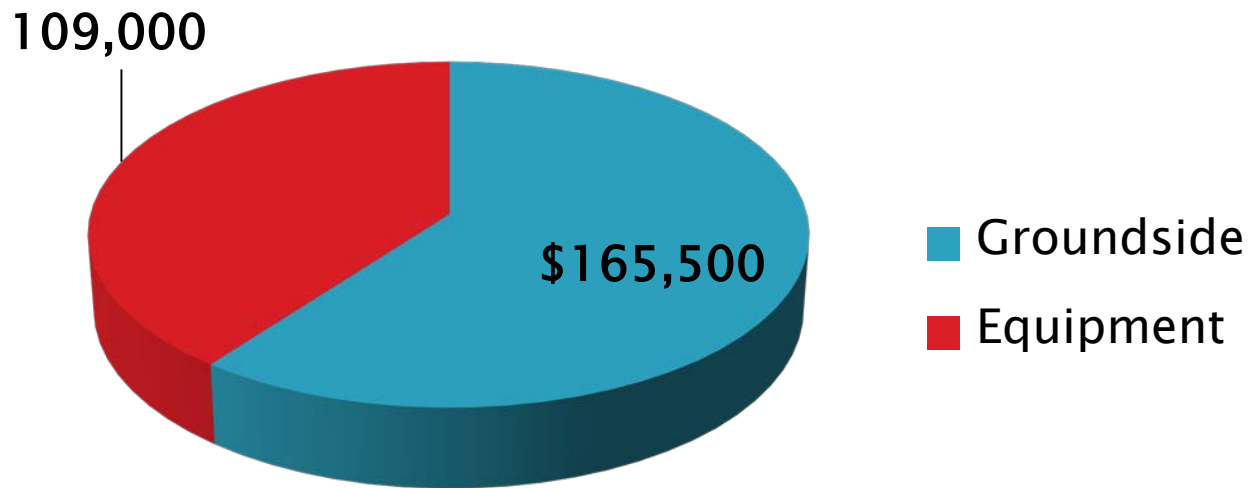
Capital Project Status Report:

- ▶ Transparency:
 - Outstanding/Upcoming Projects
 - ▶ 9 projects to be completed in 2017
 - ▶ 72 projects from 2018–2039
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Proposed 2017 Capital Budget, 2018 –2039 Capital Forecast, and 2017 Operating Budget

Proposed 2017 Working Capital Expenditure:

- ▶ \$274,500 consisting of 9 projects



Proposed 2017 Capital Budget, 2018 –2039 Capital Forecast, and 2017 Operating Budget

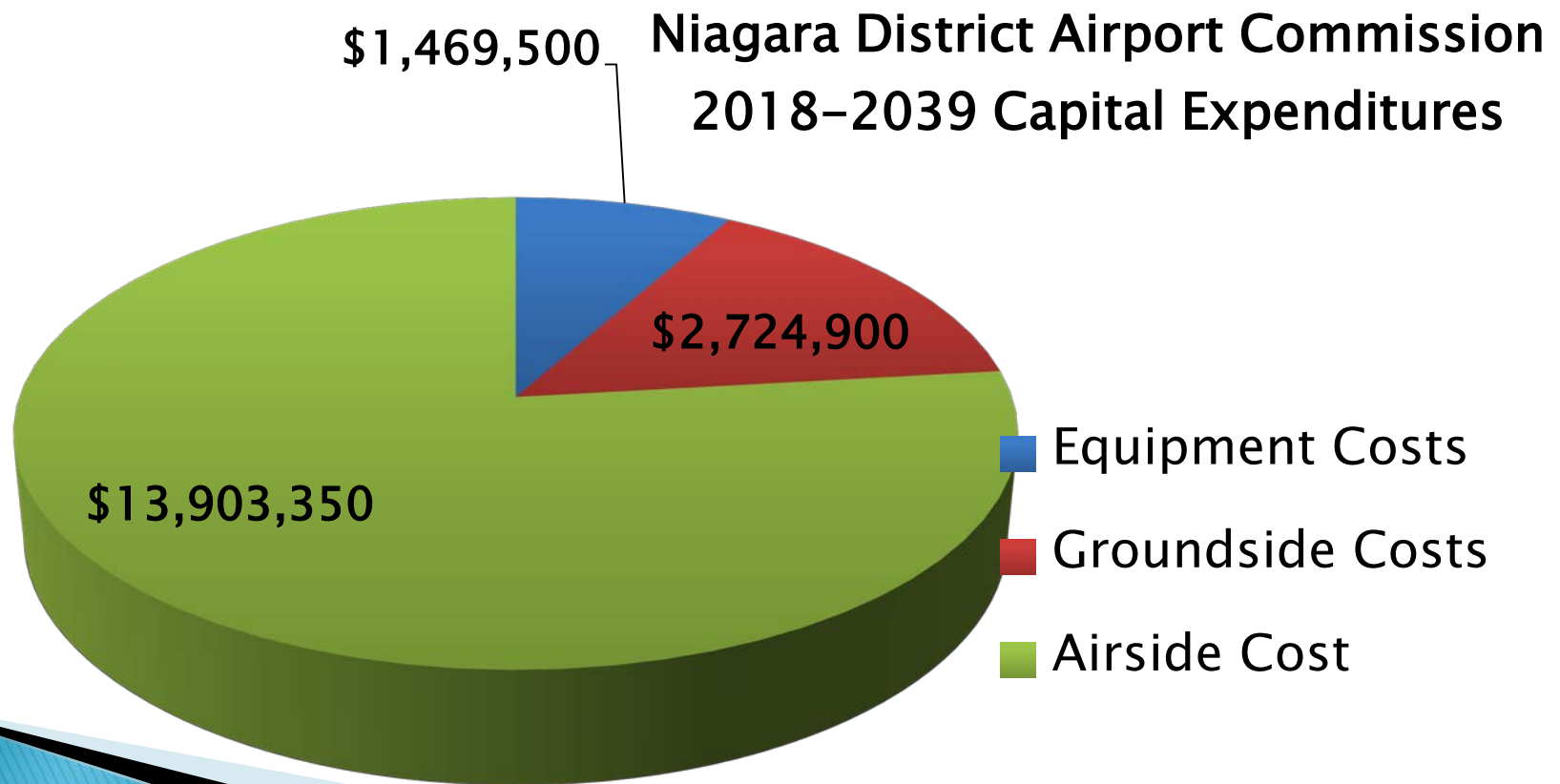
Proposed 2017 Capital Projects:

2017 Capital Projects	Budget	%
Security Software	3,500	1.28%
Mechanical Tools	11,000	4.00%
Water & Oil Separator	1,000	0.36%
Radio Repeater	12,000	4.37%
Level for PAPI's	1,500	0.55%
Chemical Spreader SF - Used	55,000	20.04%
Chemical Sprayer - Used	25,000	9.11%
Office Renovation	6,500	2.37%
Hydro to SWAA	159,000	57.92%
Total	274,500	100.00%

Proposed 2017 Capital Budget, 2018 – 2039 Capital Forecast, and 2017 Operating Budget

Proposed 2018 – 2039 Capital Forecast:

- ▶ \$18,097,750 and 72 projects



Proposed 2017 Capital Budget, 2018 –2039 Capital Forecast, and 2017 Operating Budget

Proposed 2018 – 2027 Capital Forecast:

Year	Capital Project	Budget	%
2018	Exterior Lighting ARCAL	5,000	0.11%
	Taxiways "D"	12,000	0.27%
	Allied Aviation Apron	26,000	0.58%
	CRFI Decelometer	7,300	0.16%
	Ride on Mower 4 x 4	19,600	0.44%
	Rwy.crack sealing	45,000	1.01%
	Runways 11/29	1,246,500	27.86%
	East Apron Fence	33,000	0.74%
	Fire Hydrant Line - East Apron	11,000	0.25%
2019	3-Two Way Radio	3,000	0.07%
	Generator for FEC	500,000	11.18%
	AR/GR Paintlines	103,100	2.30%
	Truck with Plow	110,000	2.46%
	Runway 01/19 N. of 06	985,250	22.02%
2020	East Apron	71,000	1.59%
	Plow 82	129,000	2.88%
	Plow 83	132,000	2.95%
2021	Wooden Garbage Bin Enclosure	10,000	0.22%
	Admin Security	3,900	0.09%
	Chevy Pick Up Truck	19,800	0.44%
	JCB Loader	55,600	1.24%
	Terminal Furniture	37,000	0.83%
	Office Equipment	8,400	0.19%
	Office Furniture	40,000	0.89%
2022	Mtn. Garage Doors	18,000	0.40%
	Genaire HVAC System	46,000	1.03%
	Rwy.crack sealing	49,000	1.10%
2023	AR/GR Paintlines	111,600	2.49%
2024	Taxi Access - East of Tower	40,000	0.89%
	SCFC Apron	209,000	4.67%
2025	Genair Boiler BLD. Roof	16,300	0.36%
	Tower Road	31,000	0.69%
	Taxi Access - (former Twy. C)	62,000	1.39%
	Genair Roof	76,500	1.71%
2026	Crack Sealing - 2022	53,000	1.18%
	AV System	27,000	0.60%
2027	AR/GR Paintlines	121,000	2.70%
Total		4,473,850	100.00%

Proposed 2017 Capital Budget, 2018 –2039 Capital Forecast, and 2017 Operating Budget

Proposed 2028 – 2039 Capital Forecast:

Year	Capital Project	Budget	%
2029	SMI Runway Sweeper	42,000	0.31%
2030	Cracksealing	57,400	0.42%
	Maintenance Shed	51,800	0.38%
2031	JD Gator	21,000	0.15%
	Plow / Extendmax	37,700	0.28%
	John Deere Tractor	285,000	2.09%
	FEC Power and Control System	44,000	0.32%
	Parking Lot (Terminal Building)	164,000	1.20%
	Hangar Line Road	1,105,000	8.11%
	GR. Side / AS Sewer	28,000	0.21%
	Terminal HVAC System	85,000	0.62%
	Taxiway Alpha	639,000	4.69%
	AR/GR Paintlines	130,800	0.96%
	Taxiway Bravo	226,000	1.66%
	Taxiway Charlie	2,153,000	15.80%
	Runway 06-24	3,320,000	24.37%
	Runway 01-19 - S. Of 06	574,400	4.22%
	Terminal Apron	1,501,000	11.02%
	Gates & Control System	171,000	1.26%
	Asphalt Dufferin Construction	30,000	0.22%
	Apron Fueling System	22,000	0.16%
	Wiring and Piping - Electrical	1,584,000	11.63%
2032	Snow Blower / Provost	65,200	0.48%
2034	Cracksealing	62,100	0.46%
	Concrete Tie-Down Pad (SCFC)	49,600	0.36%
2035	Hydrants - 11	31,000	0.23%
	AR/GR Paintlines	141,600	1.04%
	Airport Hwy. Sign	63,000	0.46%
	Bat Mower	38,400	0.28%
2036	Electrical Street Wiring	223,400	1.64%
	Maintenance Garage Roof	48,600	0.36%
	Maintenance Garage Structure	364,300	2.67%
	Terminal Roof	146,400	1.07%
	Genaire Boiler Bld. Structure	97,200	0.71%
2038	Fuel Farm Concrete Pad	21,000	0.15%
Total		13,623,900	100.00%

Proposed 2017 Capital Budget, 2018 –2039 Capital Forecast, and 2017 Operating Budget

2017 Operating Budget:

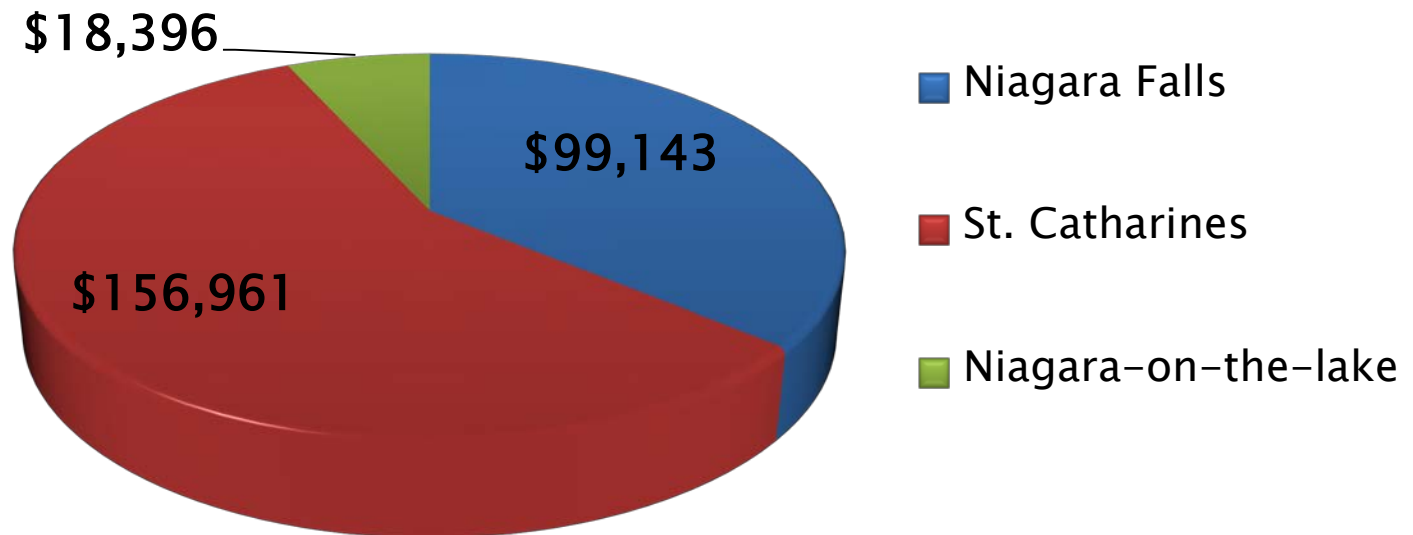
	YTD Sept	2016 Projected	2016 Budget	2017 Budget
Operating Revenue				
Operating Revenues	208,344	289,550	276,100	381,500
Municipal Contributions -Operations	356,400	356,400	356,400	363,500
Total Operating Revenue	564,744	645,950	632,500	745,000
Operating Expenditures				
Payroll Expenses	211,397	330,000	330,000	427,000
All Other Operating Expenditures	156,822	272,800	290,500	318,000
Debt Charges	0.00	12,000	12,000	0.00
Total Operating Expenditures	368,219	614,800	632,500	745,000
Net Revenue Over Expenditures	196,525	31,150	0	0

Proposed 2017 Capital Budget, 2018 –2039 Capital Forecast, and 2017 Operating Budget

Contribution to achieve Future Capital Budget and Forecast:

Capital Contribution

Municipality	Population	Contribution	Per Capita Cost
Niagara Falls	82,997	99,143.00	
St. Catharines	131,400	156,961.00	
Niagara-on-the-lake	15,400	18,396.00	
Total	229,797	274,500.00	\$1.1945

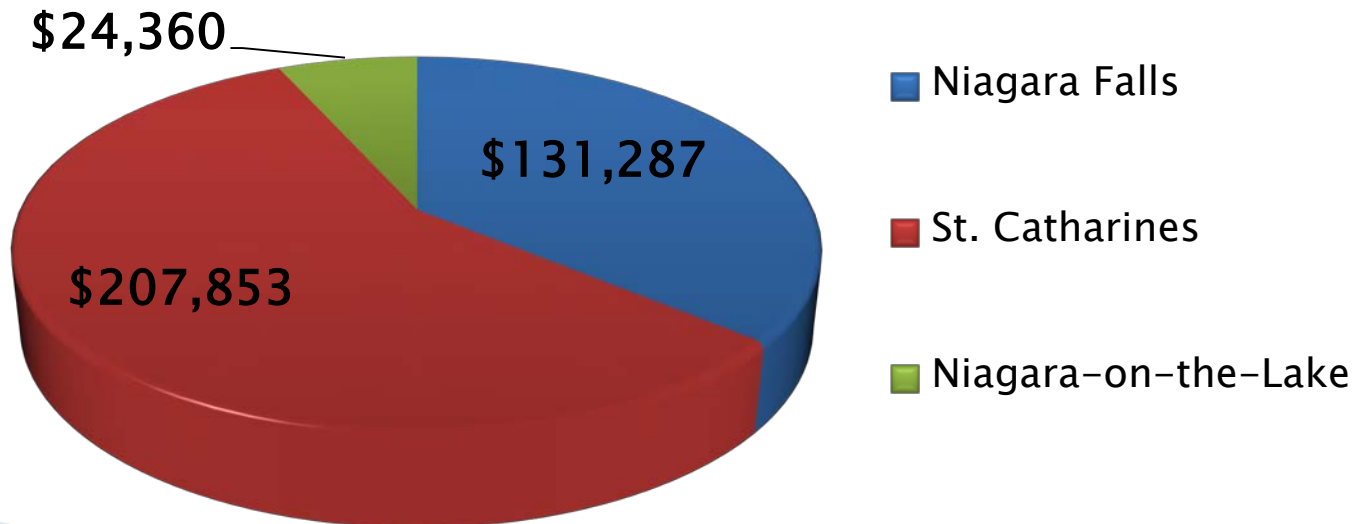


Proposed 2017 Capital Budget, 2018 –2039 Capital Forecast, and 2017 Operating Budget

Municipal Contribution to support 2017 Operating Budget

Operating Contribution

Municipality	Population	Contribution	Per Capita Cost
Niagara Falls	82,997	131,287.00	
St. Catharines	131,400	207,853.00	
Niagara-on-the-lake	15,400	24,360.00	
Total	229,797	363,500.00	\$1.5818



Proposed 2017 Capital Budget and 2017 –2027 Capital Forecast

Cash Flow Forecast for Capital Projects:

	Reserve Continuity Schedule 2016-2026					
	2017	2018	2019	2020	2021	
Opening Balance	\$50,000	\$775,500	\$370,100	(\$331,250)	\$336,750	
Capital Contribution	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	
Capital Projects	(\$274,500)	(\$1,405,400)	(\$1,701,350)	(\$332,000)	(\$174,700)	
Ending Balance	\$775,500	\$370,100	(\$331,250)	\$336,750	\$1,162,050	
	2022	2023	2024	2025	2026	2027
Opening Balance	\$1,162,050	\$2,049,050	\$2,937,450	\$3,688,450	\$4,502,650	\$5,422,650
Capital Contribution	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Capital Projects	(\$113,000)	(\$111,600)	(\$249,000)	(\$185,800)	(\$80,000)	(\$121,000)
Ending Balance	\$2,049,050	\$2,937,450	\$3,688,450	\$4,502,650	\$5,422,650	\$6,301,650

Proposed 2017 Capital Budget and 2028 –2039 Capital Forecast

Cash Flow Forecast for Capital Projects:

	2028	2029	2030	2031	2032	2033
Opening Balance						
Capital Contribution	\$6,301,650	\$7,301,650	\$8,259,650	\$9,150,450	(\$1,970,450)	(\$1,035,650)
Capital Projects	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Ending Balance	\$0	(\$42,000)	(\$109,200)	(\$12,120,900)	(\$65,200)	\$0
	\$7,301,650	\$8,259,650	\$9,150,450	(\$1,970,450)	(\$1,035,650)	(\$35,650)
	2034	2035	2036	2037	2038	2039
Opening Balance						
Capital Contribution	(\$35,650)	\$852,650	\$1,498,650	\$1,538,750	\$2,458,750	\$3,357,750
Capital Projects	\$1,000,000	\$920,000	\$920,000	\$920,000	\$920,000	\$920,000
Ending Balance	(\$111,700)	(\$274,000)	(\$879,900)	\$0	(\$21,000)	\$0
	\$852,650	\$1,498,650	\$1,538,750	\$2,458,750	\$3,357,750	\$4,277,750

Proposed 2017 Capital Budget, 2018 –2039 Capital Forecast, and 2017 Operating Budget

It is respectfully recommended:

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- ▶ Cash Flow Req. to achieve 20 yr plan: \$1,000,000
- ▶ Capital Forecast 2018 to 2039: \$18,097,750
- ▶ 2017 Proposed Operating Budget \$363,500

Niagara Falls Contribution:

2017 Contribution	
Capital Contribution	\$99,143.00
Operating Contribution	\$131,287.00
	<u>\$230,430.00</u>

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St. Catharines Contribution:

	2017 Contribution
Capital Contribution	\$156,961.00
Operating Contribution	\$207,853.00
	\$364,814.00

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Niagara-on-the-Lake Contribution:

	2017 Contribution
Capital Contribution	\$18,396.00
Operating Contribution	\$24,360.00
	\$42,756.00

Thank You!

- ▶ Appendix attached:
 - 2017 Strategic Plan