



# Strategic Plan

Caldwell Executive Airport

Prepared jointly by the  
Airport Advisory Board and Airport Management

3-Year Strategic Planning Horizon

Plan for FY26

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## 1.0 Executive Summary

- The Caldwell Executive Airport had an economic benefit/output of \$56,090,000 in 2020 according to the State of Idaho Transportation Study.
- The Airport is a 100% City owned asset that is vital to the City as a major economic driver for the future. The airport was founded in 1971 and sits on 520 acres.
- The City of Caldwell has a unique opportunity to capitalize on the fact that the airport has the only FAA designated Reliever status in the Treasure Valley or in the State of Idaho.
  - The Boise Airport had an increase in passenger traffic of 81% from 2014 to 2024 or a 2 Million passenger growth in ten years! The Boise Airport is tracking over 5 million passengers in 2025; another record.
  - The Boise airport is forecasting to grow from 5 million to 8 Million annual passengers by 2040.
  - As the Boise Airport continues its rapid commercial airline flight growth, the Caldwell Airport can fill its role as a Reliever airport for the increased General Aviation flights that can't be accommodated at the Boise airport.
  - This is a great opportunity for the City of Caldwell! This opportunity can only happen if we properly plan and define our airport makeup and future vision, which our Strategic Planning process has outlined. However, the Caldwell airport is not yet ready to capitalize on the projected general aviation growth as it faces critical infrastructure and major safety of flight issues identified in the Strategic Planning Process.



## 1.0 Executive Summary

- The future increased air traffic operations at Caldwell would be for piston, turbo-prop and light jet traffic. The increased aircraft operations along with the new targeted businesses located on the Caldwell airport and surrounding area could drive significant positive economic impact.
- Some key facts about our airport:
  - The Caldwell airport is the busiest airport in Idaho based on annual aircraft operations of 192,799 or approximately 528 per day.
  - The Caldwell airport is the 6<sup>th</sup> largest General Aviation Airport in the United States based upon the number of Aircraft based at Caldwell.
  - The Caldwell airport has the largest population of aircraft in the United States without an FAA air traffic control tower.
  - As a designated reliever, the Caldwell airport has no plans to ever service any commercial airlines like Delta, Alaska or Southwest. Our focus has been and will be General Aviation. The Caldwell Executive Airport can be BOTH a vibrant piston aircraft and a vibrant Light Jet/Turbo Prop aircraft airport.
- The Strategic Planning process we used identified the Key Stakeholders first. Multiple meetings were held this year with the Stakeholders: surrounding businesses, residential taxpayers, Pilots, hangar owners, on airfield businesses as well as many State and Federal Agencies. Our process was inclusive of all the Stakeholders so that they all were aware of the planning process, had the opportunity to participate and give their input. We used the IGOA planning method which identified the top Issues, Goals, Obstacles and Action Steps. The planning horizon was 3 years, but this Strategic Plan is for FY26.



## 1.0 Executive Summary

- The top 3 Strategic Issues identified that we will focus on for FY26 are:
  - Lack of a control tower causing serious safety issues and limiting use by corporate planes
  - lack of a definitive future development plan defining the types of development and targeted tenants
  - Lack of infrastructure in place to allow for the buildout of the remaining land. [Gas, electrical, sewer, water, etc.]
- The top Issues, Goals and Action Steps are outlined in this FY26 plan to prioritize putting the Caldwell Executive Airport in position to foster both economic growth and General Aviation traffic growth for the City of Caldwell, the Treasure Valley and the State of Idaho.
- With an investment in the Caldwell Executive Airport the Goals outlined in the plan will be achieved. Our detailed requests are outlined in the plan but here is a recap of our request:
  - Goal 1: ATC Tower construction complete and operational by March 2028.
    - City funding requested : \$2,200,000, depending on final FAA tower grant- Funding will be split into multiple years - FY26, FY27, FY28
  - Goal 2: Create a defined future development plan for the Caldwell Airport to include estimated economic development impact by March 2026.
    - City funding requested for FY26 is \$200,000
  - Goal 3: Create a future layout/blueprint for the airport that details desired buildings by type of building, with costs of infrastructure desired from KCID Street to Linden Street by Spring 2026.
    - City funding requested for FY26 is \$845,000



## 1.0 Executive Summary

- Investment in the airport is crucial to the airport's financial operations. By investing in the airport, the City can transform the airport to be less dependent on annual operational funding as Airport Revenue increases. We need to get this right the first time, as we only have so much land available for development. We need to develop the remaining land based on focused types of buildings that will help transform the revenue mix with emphasis on airport-based companies.
  - This transformation will happen over time as we build out the remaining land that has runway access and we attract more businesses to be located at Caldwell Executive.
  - The investment will increase airport operations income as more operations of General Aviation – especially Light Jet and Turboprop, are handled by Caldwell Executive Airport. Only by investing in the airport can we ever transform the economics to meet the City Council's mandate of being revenue neutral.
  - An example of this is the infrastructure PRIME THE PUMP (pg.31) investment request detailing a payback on an investment of \$3M to build out infrastructure to allow for increased Property Tax and Land Lease revenues.
- Reading the entire Strategic Plan offers a more detailed view into the priorities to make the Caldwell Executive Airport even a larger economic engine for the City and its residents. The appendix also details why it's so crucial for airport owners and the community to foster a vibrant airport.



## CALDWELL EXECUTIVE STRATEGIC SPENDING BY YEAR

Strategic Goal	FY26	FY27	FY28	FY29
Goal 1- ATC Tower	\$2,245,000			
Goal 2- Define Balance of Airport makeup	\$200,000			
Goal 3- Infrastructure	\$750,000	\$750,000	\$750,000	\$750,000
Total	\$3,150,000	\$750,000	\$750,000	\$750,000

\* Total Strategic Goal Spending for the next four years on Goals 1,2, and 3 is projected at \$5,445,000.

\* Note- ATC Tower may have little or no funding in FY26. However, if it is funded by an FAA grant, then expect the City to invest in FY26.



# Values

- Ensure Safety is always top of mind in all airport activities
- Operate the Airport efficiently, reliably, and environmentally responsibly
- Always be transparent, and honest, and have integrity in all we do
- Strive to have a favorable physical image of all airport facilities
- Be a user-friendly airport
- Strive to be an enhancement for the greater Caldwell Community
- Have a growth mindset for economic development
- Strive to be innovative

**Values Adopted 3/13/25**

## Where Idaho Takes Flight and Opportunities Land



**Elevating General Aviation activity for regional economic benefits.**



**Light Jet**



**Piston**



**Turbo Prop**

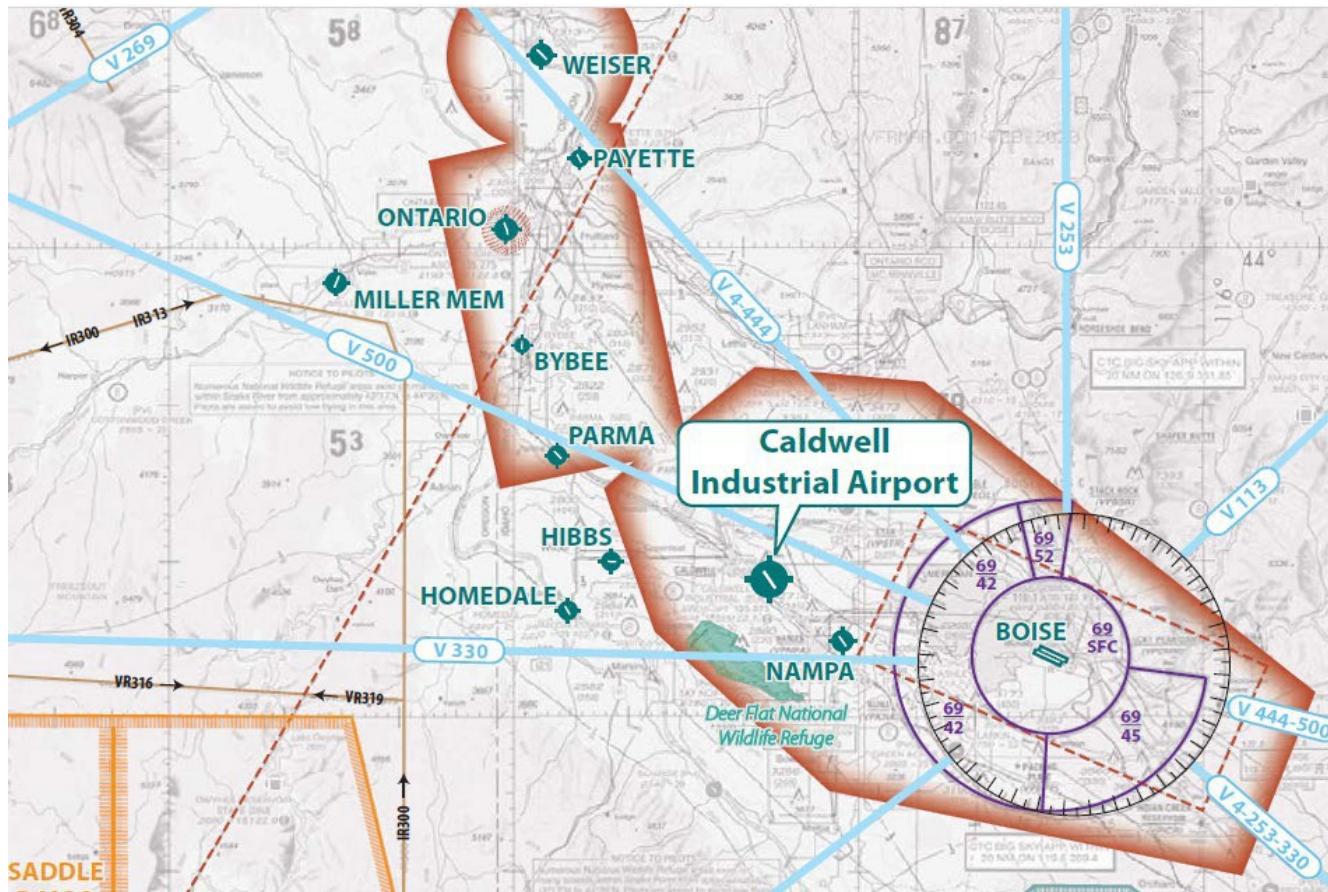
## 4.0 Where We Are Now - Overview and Summary

- The Caldwell Executive Airport was founded in 1971, sits on 520 acres of land owned by the City of Caldwell. The airport has seen rapid growth in the number of based aircraft and now is home to 598 based aircraft. The airport is the busiest in Idaho, based on annual aircraft operations of 192,720, or approximately 528 per day on average. The airport has the largest population of aircraft in the country without an FAA control tower.
- The Caldwell Executive Airport is the only airport in the Treasure Valley that has been designated as a Reliever by the Federal Aviation Administration. This designation tasks Caldwell Executive Airport with handling more General Aviation air traffic as Boise Airport continues its rapid growth. This increase in air traffic is primarily for piston, turboprop, and light jet traffic, not commercial airline service.
- With the growth in the Treasure Valley, the Caldwell Airport is not ready to take on the increased Reliever role due to several issues identified during our Strategic Planning. The top 3 issues are:
  - Lack of a control tower, causing serious safety issues and limiting use by corporate planes
  - Lack of a definitive future development plan defining the types of development and targeted tenants
  - Lack of infrastructure to allow for the buildout of the remaining land. [Gas, electrical, sewer, water, etc]



## 4.0 Where We Are Now - Overview and Summary (Cont.)

- The Caldwell Executive Airport had an economic benefit/output of \$56,090,000 in 2020 and is estimated to grow to \$82,355,339.33 by 2030.
- The top Issues, Goals, and Action Steps are outlined in this FY26 strategic plan to prioritize putting the Caldwell Executive Airport in a position to foster both economic growth and General Aviation traffic growth for the City of Caldwell, the Treasure Valley, and the State of Idaho. With an ongoing investment in the Caldwell Executive Airport, the Goals will be achieved.



## Quick Facts

- Medical Operations, Business Activity, Gateway to the Backcountry, Flight Training
- Only Southwest Idaho Reliever Airport \*
- 5,500-foot Runway
- Possible future runway extension of 1,400 FT= Possible 6,900 Ft. RNWY
- 6<sup>th</sup> largest General Aviation Airport in the US based upon the number of Aircraft at KEUL
- Busiest airport in Idaho based on number of annual aircraft operations, 192,720 or about 528 per day.
- Large GA Terminal already built
  - 10,000 SF./ City Owned

FAA Designated Reliever Defined- Provides an Alternative for Business and General Aviation

\* Traffic for Commercial Airports while improving access to the Treasure Valley Community

# Rapid Growth for Ada and Canyon Counties

- **Population Growth:**
- The Community Planning Association of Southwest Idaho (COMPASS) forecasts a 37% growth between 2022 and 2050, potentially reaching 1.1 million residents for the two County Region.
- This would mean adding approximately 292,000 people to the two-county region over 28 years, or about 10,500 a year on average.
- The Treasure Valley's population is estimated to grow by almost 53% between 2018 and 2040, from 688,000 to 1.022 million.

## Rapid Growth for Boise Airport Projected

- The Boise Airport Commission met on February 5, 2025, and future growth was their main topic.
- The Boise Airport is assessing its future operational needs as it anticipates reaching 6 million annual passengers.
- Current data indicates that Boise Airport will need to accommodate approximately 15,000 passengers on peak days by 2044, nearly doubling from the current figure of about 8,000.
- This increase will also see daily operations rise to nearly 300, with peak hour operations expected to reach around 30.
- These growth projections will increase pressure on Caldwell Executive to take more business and general aviation traffic as the FAA designated a Reliever Airport.
- These projections exacerbate the urgent need for Caldwell Executive Airport to plan for both increased population and air traffic growth.

# Rapid Growth for Caldwell Airport Area

- The Caldwell Executive Airport is near several KEY amenities, enabling growth and efficiency:
  - **North Ranch/ Sky Ranch Business Park** – Phases 1 and 2
    - Companies choosing to locate in Caldwell close to the Caldwell Airport
    - **Home Depot, Fresca Mexican Foods, Federated Ordnance,**
    - **CBH Homes HQ, Capitol Distributing, Price Pump, and**
    - **many others.**
  - **Foreign Trade Zone** – Foreign Trade Zone (FTZ) 280 is a designated area in Southwest Idaho where businesses can conduct international trade with specific benefits, including delayed duty payments and, potentially, reduced tariffs.
  - **Interstate 84**- Easy access to the Caldwell Executive Airport as well as industrial business parks, both to and from I-84.



## Where We Are Now- History by Category

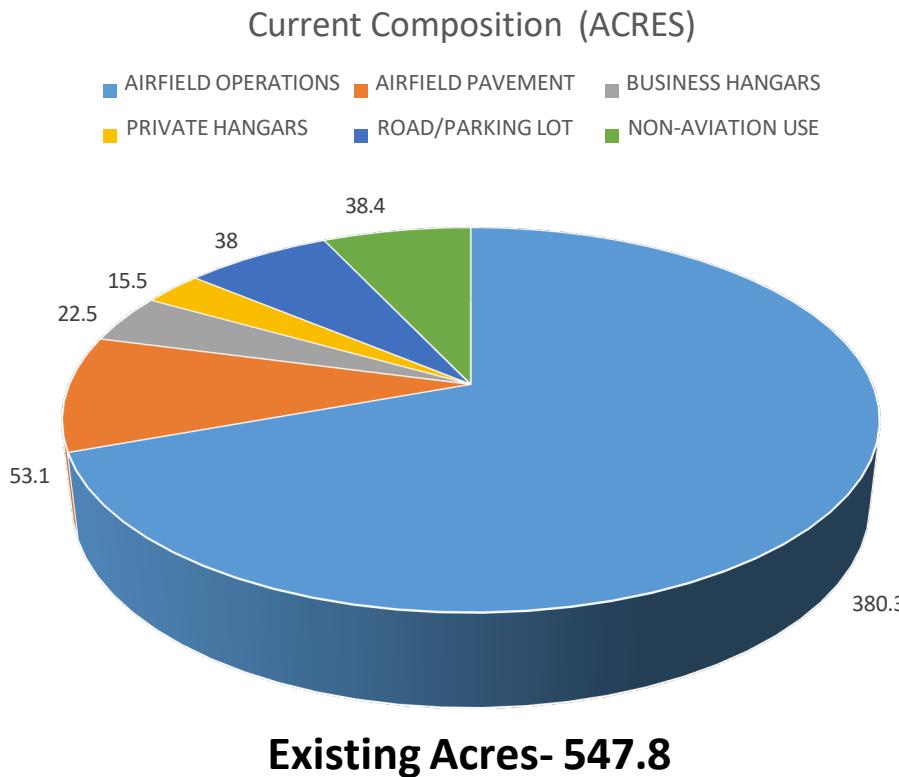
Category	1998	2010	2020	Current
Based Aircraft	220	376	457	598
Annual Airport Operations	70,840	154,695	147,325	192,799
KEUL Based Businesses	16	33	37	42
# Hangars	125	216	287	314
Non-Aviation Business's	N/A	N/A	1	1

# Defining our identity and the Development Plan for Caldwell Executive Airport

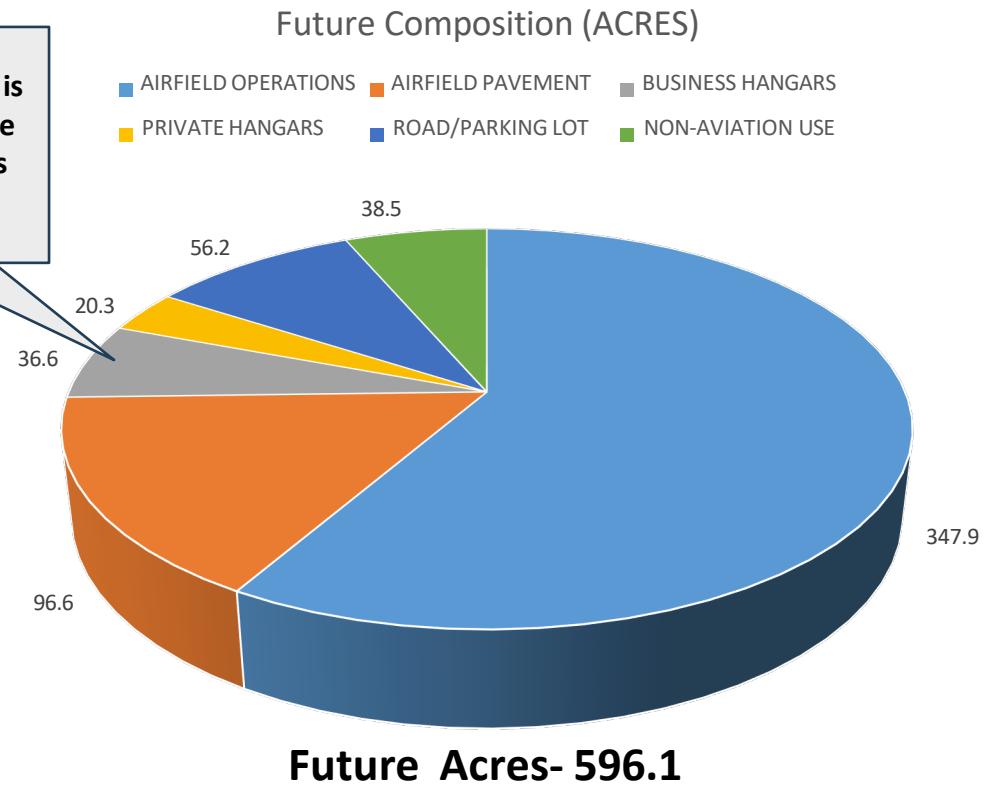
- A broad identity statement will be created for the airport that will help define what we are for all stakeholders.
- The Caldwell Executive Airport will produce a written development plan for the remaining land available on the Airport by the building type and business type desired.
- A targeted sales and development plan will be in place to create leads to attract the type of development desired by the City of Caldwell.
- An ongoing informational and educational plan will be in place to tell citizens, stakeholders, and senior government officials all the benefits the Caldwell Executive Airport delivers to the Treasure Valley.
- The Board and the Airport staff will need help from outside consultants/advisors to achieve the above on an ongoing basis and the costs will be budgeted.

# Airport Composition Today and Tomorrow

## Today

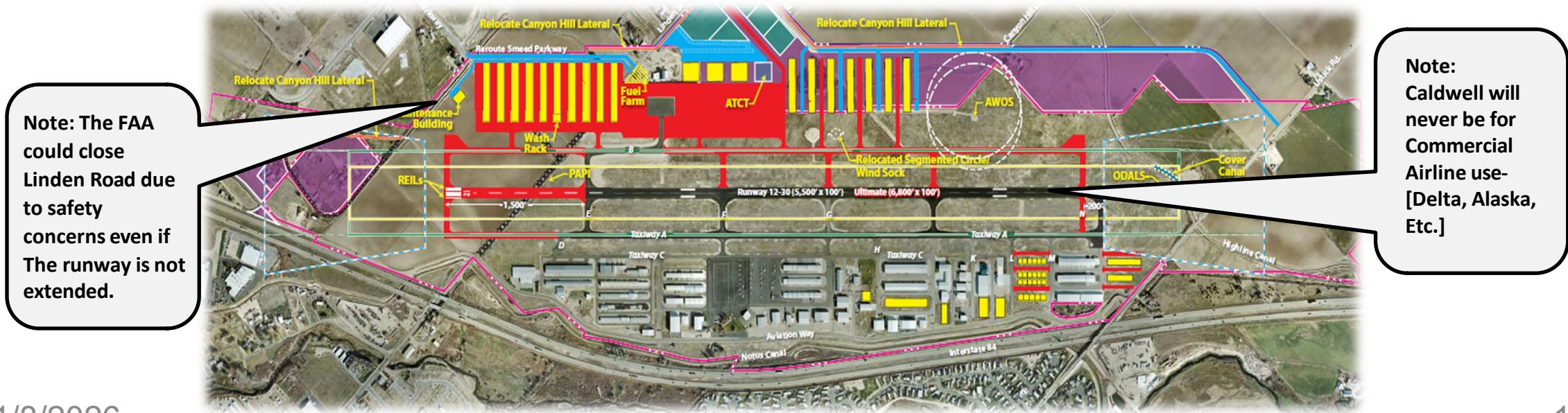


## Fully Developed- Future



# Future Runway Length Option

- In the Airport Master Plan, there is an option to extend runway 12/30 from 5,500 feet to 6,900 feet. If the runway were to be extended by 1400 ft., then Linden Road would be closed between Smead Parkway and Airport Road.
- The runway extension could support and attract significant future business growth. Targeted industries would be users interested in air charter, corporate flight operations, medical/air ambulance, and limited air freight opportunities.



- ❑ **Landing and Takeoff Data**- Tracking the type of aircraft and the number of aircraft operations using ADSB technology can be achieved using a third-party company. Many but not all aircraft are ADSB equipped so that their activity can be logged for review. This operational information by aircraft size and type will help plan for continued airport enhancements.
- ❑ **Level 3 DC Fast Chargers**- With the proximity to I-84, the addition of Level 3 fast charging stations sponsored by the City of Caldwell near or on the airport could be beneficial to travelers and the greater Caldwell Community.

## 7.0 Strategic Mandates for the 3-Year Strategic Planning Horizon- FY26 through FY28

2026

1. Obtaining FAA grant approval for an Operational Control Tower for Caldwell Executive Airport.
2. Create and implement an ongoing multi-year communications plan that features the Caldwell Executive Airport's definitive development plans along with a focused educational and informational plan to position the airport as a regional economic driver.
3. Plan for and collect bids/estimates for the costs to install airport infrastructure that will allow development of the Caldwell Executive Airport. Public [Federal and State] funding process usability and application issues are causing a lack of investment

2027

4. Begin to look at the long-term negative impacts of additional road traffic around the airport as growth occurs, while also addressing safety concerns at the blind intersection of Linden and Airport Way.
5. Improve overall physical security on the airport with improved fencing as well as intellectual security to promote critical thinking, resilience, and informed decision-making.

2028

6. Test the market for storage-only hangars by seeking a bare bones code exception to build small T hangars that are steel with metal siding [not insulated and not a commercial building- think RV Storage centers]
7. Work to improve the relationship with Treasure Valley Airports, working on collaborative visioning for the greater Treasure Valley and the State of Idaho.

## 7.0 What We Will Do To Prepare for FY 2026

**#1 Issue: Lack of an ATC tower causing significant safety concerns including helicopter/ fixed wing conflicts, head on near misses in the pattern, very congested operations including blocked taxiway intersections by helicopters, overflight of aircraft on ground by helicopters, parachuting conflicts and very long dangerous downwind and final approaches as well as inhibiting growth.**

**Goal: ATC Tower construction complete and operational by March 2028.**

Primary Owner: Scott Swanson      Secondary Owners: John Kreidel

**#2 Issue: City Designation and Public Perception that the Caldwell Airport is not an amenity, but rather a profit center causing a lack of City, State and Federal understanding of the overall economic impact on the Treasure Valley/ State of Idaho as well as lack of investment in the airport.**

**Goal: Create a defined future development plan for the Caldwell Airport to include estimated economic development impact by March of 2026**

Primary Owner: Scott Swanson      Secondary Owners:

**#3 Issue: Airport lacks infrastructure for future development of building sites, causing very high building costs and significantly reduced interest in new projects.**

**Goal: Create a future layout/blueprint for the airport that details desired buildings by type of building, with costs of infrastructure desired from KCID to Linden by May 2026.**

Primary Owner: Scott Swanson      Secondary Owners:

## 8.0 What We Will Do To Prepare for FY 2026 – Detailed Key Issues

**#1 Issue: Lack of an ATC tower causing significant safety concerns including helicopter/ fixed wing conflicts, head on near misses in the pattern, very congested operations including blocked taxiway intersections by helicopters, overflight of aircraft on ground by helicopters, parachuting conflicts and very long dangerous downwind and final approaches as well as inhibiting growth.**

**Goal: ATC Tower construction complete and operational by March 2028.**

Primary Owner: Scott Swanson

Secondary Owners: John Kreidel

**Obstacles:** Obtaining Federal, State, and City Funding. City resources to manage a large project.

Action Step	Who	When
Determine needs for architecture and engineering selection along with budget funds	Scott	AUG - 2025
List and Diagram FAA steps required to get a control tower approved . Post on City Facebook page	Scott	SEP - 2025
Complete Environmental Study	Scott	DEC - 2025
Make a determination to use Biden Infrastructure Funds or another path to funding	Scott	OCT - 2026
Seek help from State of Idaho Transportation Department for help with NEW ECONOMIC IMPACT- KEUL	Scott	JUN - 2026
Seek Governors Office help in lobbying for additional State Funding	John Kreidel	JUN - 2026
Seek political help on how to get FAA to approve project from State and Federal Elected Officials-Lobby	John Kreidel	JUN- 2026

## What We Will Do in FY 2026 – Detailed Key Issues

**#2 Issue: City Designation and Public Perception that the Caldwell Airport is not an amenity, but rather a profit center causing a lack of City, State, and Federal understanding of the overall economic impact on the Treasure Valley/State of Idaho as well as lack of investment in the airport.**

**Goal: Create a defined future development plan for the Caldwell Airport to include the estimated economic development impact by March of 2026**

Primary Owner: Scott Swanson

Secondary Owner: Brandon Sweeney

**Obstacles:** Clearly defining the identity of the airport. Managing the ongoing communications focus and resources. Resources to help with targeted plan by tenant type.

Action Step	Who	When
Determine if we need third-party help to write the plan for future development and targeted business type, and budget for costs	Scott	JUN - 2025
Hold public events at the Caldwell Airport- Fly Ins, Breakfasts, EAA Young Eagles, Small Airshows – Involve City Departments- Fire, Police, SWAT, name that plane events	Scott	JUL - 2025/Ongoing
Define our Identity- Who is the Caldwell Executive Airport. A broad identity statement will be created for the airport that will help define what we are for all stakeholders.	Board	JUL - 2025
Create an educational and communications plan to educate all stakeholders on the long-term economic value of the Airport.	Brandon Sweeney	SEP - 2025/Ongoing
Create content to be used in educational and communications plan- video, social media	Brandon Sweeney	SEP - 2025/ Ongoing
Create a detailed development and sales plan that places specific types of buildings tied to the what we are defined as in the future. A detailed plan that is targeted by type of business we want to see located in the limited land remaining. Defines what we want built to achieve the overall goals	Scott	February 2026/ Ongoing
Ensure that a restaurant is included in the development plan. Ensure that a bathroom is available for transient pilots as part of the restaurant or available separate restroom facilities.	Scott	MAR - 2027

## What We Will Do in 2026 – Detailed Key Issues

**#3 Issue: Airport lacks infrastructure for future development of building sites, causing very high building costs and significantly reduced interest in new projects.**

**Goal: Create a future layout/blueprint for the airport that details desired buildings by type of building, with costs of infrastructure desired from KCID Road to Linden Street by May 2026.**

**Primary Owner:** Scott Swanson

**Secondary Owner:**

**Obstacles:** Obtaining funding from City, State, and Federal programs. City resources to manage large projects.

Action Step	Who	When
Set meeting and obtain Mayor's support to make this project a priority for City Engineering	Scott	Sep-2025
Have City Engineering draft a complete comprehensive infrastructure plan for the airport. Includes water, electricity, sewer, storm drain, Internet, Gas- Everything needed to build out airport over time, with current cost estimates	Scott	Jan- 2026
Complete the road design for the east side of the airport using City resources	Scott	March- 2026

## 9.0 Economic Impact of Caldwell Executive Airport

EUL Economic Comp 1998, 2010, 2020			
Year	Employment	GDP	Impact
1998	282.4	\$5,507,400.00	\$21,609,300.00
2010	222	\$5,123,600.00	\$19,959,000.00
2020	314	\$25,330,000.00	\$56,090,000.00

GDP = Jobs and Payroll

Impact = Measure of annual Economic Activity

Compound Annual Growth Rate % Change			
Year	Employment	GDP	Impact
1998	N/A	N/A	N/A
2010	-1.99%	-0.60%	-0.66%
2020	3.53%	17.33%	10.89%

The CAGR is calculated using the following formula:  
Compound Annual Growth Rate =  $[(\text{Ending Value} / \text{Beginning Value})^{(1 / \text{Number of Years})}]$

**The Caldwell Executive Airport is a major economic benefit to the City of Caldwell and the Treasure Valley. This economic benefit will continue to increase as the airport fills its role as the only FAA-designated reliever and General Aviation prosers.**

“Source Data- Idaho Transportation Department Studies”

# **FY 2026 Operating Budget and Strategic Goal Capital Needs**

## FY 2026 Projected Operating Expenses

FY26 01 OCT 25 – 30 SEPT 26

Revenues: \$933,536.00

Expenses: \$938,595.00

Making an expected Profit and Loss of (\$5,059.00), a very manageable amount requiring savings per month of \$421.59 for the course of FY26.

The entire airport spans 22,651,200 sq ft., making the operational cost \$1,803.384 per Acre.

The developed portions of the airport account for a mere 1,104,556 sq ft., which presents a much more accurate operational cost of \$0.84 per sq ft.

This becomes more striking when we understand that through non-airport-controlled fees, i.e., Property Tax and Sales Tax returned to the city through consumer processes and airport-controlled fees (Ground Leases) at current rates, the revenue received by the City per square foot is \$0.71.

## FY 2026 Strategic Cost Detail to achieve goals

	Total Projected Cost	Federal FAA Portion	Grants- State and Federal	City of Caldwell Cost
<b>Goal 1- FAA Control Tower</b>				
Tower Construction	\$ 21,000,000.00	\$ 18,900,000	\$ 1,050,000	\$ 2,200,000
Civil Engineering/Consulting	\$ 350,000.00	\$ 300,000.00	\$ 25,000.00	\$ 25,000.00
Site Study	\$ 245,000.00	\$ 200,000.00	\$ 25,000.00	\$ 20,000.00
<b>Total Goal 1</b>	<b>\$ 21,595,000.00</b>	<b>\$ 19,400,000</b>	<b>\$ 1,100,000.00</b>	<b>\$ 2,245,000</b>
<b>Goal 2- Contract Design/Engineering Future Airport Makeup</b>	<b>\$ 200,000.00</b>			<b>\$ 200,000.00</b>
<b>Goal 3- Airport Infrastructure Planning</b>				
<b>FY26-FY29 Infrastructure Investment</b>				<b>\$ 2,829,248.00</b>
Civil Engineering/Consulting				\$ 170,752.00
<b>Total Goal 3</b>				<b>\$3,000,000.00</b>
<b>Total for All Goals</b>				<b>\$ 5,445,000</b>

		Property tax Payback	Lease pay	apron buy back	Total recoup	Balance	Static Conditions NE Rectangle Development	
Phase 1	Year 1	\$0.00	\$22,000.00	\$43,186.00	\$65,186.00	\$2,736,850.50	Airport Pavement w/20% Buf	\$1,521,108.00
	Year 2	\$0.00	\$22,000.00	\$43,186.00	\$87,186.00	\$2,649,664.50		\$26,250.00
	Year 3	\$33,636.12	\$22,000.00	\$43,186.00	\$142,822.12	\$2,506,842.38		\$1,713,750.00
Phase 2	Year 4	\$33,636.12	\$52,416.00	\$43,186.00	\$129,238.12	\$2,377,604.26	Road	
	Year 5	\$41,110.82	\$52,416.00	\$43,186.00	\$136,712.82	\$2,240,891.44		
	Year 6	\$44,848.17	\$52,416.00	\$43,186.00	\$140,450.17	\$2,100,441.27		Total \$3,261,108.00
Phase 3	Year 7	\$64,936.43	\$81,144.00	\$43,186.00	\$189,266.43	\$1,911,174.84	Infrastructure Recoupment \$431,860.00	
	Year 8	\$64,936.43	\$81,144.00	\$43,186.00	\$189,266.43	\$1,721,908.41		Cost to City \$2,829,248.00
	Year 9	\$77,549.99	\$81,144.00	\$43,186.00	\$201,879.99	\$1,520,028.42		
	Year 10	\$90,163.55	\$81,144.00	\$43,186.00	\$214,493.55	\$1,305,534.87	Developable square feet 176,800.00	
	Year 11	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$1,134,227.32		Cost per Square feet \$16.00
	Year 12	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$962,919.77		
	Year 13	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$791,612.22	In Idaho, commercial property is taxed based on its market value, with the tax rate being a combination of state, county, and local tax levies. The process includes assessing both real property (land and buildings) and business personal property (furniture and equipment	
	Year 14	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$620,304.67		
	Year 15	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$448,997.12		
	Year 16	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$277,689.57	Value \$576,000.00	\$2,102.26
	Year 17	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$106,382.02		\$1,024,000.00
	Year 18	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$64,925.53		\$2,304,000.00
	Year 19	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$236,233.08	Box \$576,000.00	\$2,102.26
	Year 20	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$407,540.63		\$1,024,000.00
	Year 21	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$578,848.18		\$2,304,000.00
	Year 22	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$750,155.73	Large \$576,000.00	\$2,102.26
	Year 23	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$921,463.28		\$1,024,000.00
	Year 24	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$1,092,770.83		\$2,304,000.00
	Year 25	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$1,264,078.38	Investment Pump Primer	
	Year 26	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$1,435,385.93		
	Year 27	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$1,606,693.48		
	Year 28	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$1,778,001.03	Potential revenues in a static environment	
	Year 29	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$2,949,308.58		
	Year 30	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$2,120,616.13		
	Year 31	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$2,291,923.68		
	Year 32	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$2,463,231.23		
	Year 33	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$2,634,538.78		
	Year 34	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$2,805,846.33		
	Year 35	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$2,977,153.88		
	Year 36	\$90,163.55	\$81,144.00	\$0.00	\$171,307.55	\$2,977,153.88		

## 12.0 Appendix – Airport Economic Impact

### General Aviation Airports

Table 2 provides the total economic impacts for Idaho's general aviation (GA) airports developed by the 2020 AEIA Update.

TABLE 2. CONSOLIDATED TOTAL ECONOMIC IMPACTS – GA AIRPORTS

ASSOCIATED CITY	Airport	Consolidated Total Impacts			
		Jobs	Earnings (\$)	GDP (\$)	Output (\$)
Aberdeen	Aberdeen Municipal	10	\$376,840	\$652,041	\$1,409,743
American Falls	American Falls	10	\$345,294	\$556,097	\$1,165,594
Arco	Arco-Butte County	7	\$220,100	\$341,737	\$702,177
Bancroft	Bancroft Municipal	0	\$6,521	\$9,572	\$19,128
Big Creek	Big Creek	2	\$84,464	\$160,908	\$362,480
Blackfoot	McCarley Field	29	\$1,158,473	\$1,964,882	\$4,196,477
Bonners Ferry	Boundary County	68	\$2,609,108	\$4,477,984	\$9,653,335
Buhl	Buhl Municipal	60	\$2,886,599	\$5,444,161	\$12,212,033
Burley	Burley Municipal	80	\$3,183,717	\$5,537,131	\$12,006,960
Caldwell	Caldwell Industrial	341	\$14,145,732	\$25,328,691	\$56,088,279
Carey	Carey	5	\$232,134	\$439,216	\$986,819
Cascade	Cascade	17	\$785,154	\$1,460,353	\$3,258,569
Challis	Challis	59	\$2,303,033	\$4,244,849	\$9,227,970
Coeur D'Alene	Brooks SPB	1	\$58,614	\$110,654	\$248,413

**Based on the 2020 Idaho Transportation Department's Economic Impact of Airports Study,  
Over \$56 million was the last measured impact of the Caldwell Executive Airport.**

# Votes by Issue for 2026 Identified in Planning Sessions

1. Lack of an ATC tower located at KEUL is causing very serious safety concerns, including helicopter/ fixed wing conflicts, head-on near misses in the pattern, very congested operations, including blocked taxiway intersections by helicopters, and overflight of aircraft on the ground by helicopters. Parachuting conflicts and very long, dangerous downwind and final approaches. [Votes 22](#)
2. City Designation and Public Perception that the Caldwell Airport is not an amenity, but rather a profit center, causing a lack of City, State, and Federal understanding of the overall economic impact on the Treasure Valley/ State of Idaho, as well as a lack of investment in the airport. [Votes 13](#)
3. Airport lacks infrastructure for future development of building sites, causing very high building costs and significantly reduced interest in new projects. Votes- 12
4. Public [Federal and State] funding process usability and application issues causing a lack of investment- [Votes 11](#)
5. There is a significant vehicle road safety issue at the blind intersection of Linden and Airport Way, causing countless accidents and injuries. [known by users as the intersection of death] [Votes 4](#)
6. There is a lack of Physical security [fencing, gates] as well as intellectual security on the field, causing theft and safety issues such as vehicle and animal runway conflicts inside what should be secured/ fenced airport property. [Votes 3](#)
7. The City mandate for commercial building specifications has created a significant shortage in affordable GA options for smaller hangars/shade hangars. Votes 2
8. Limited relationship between other Treasure Valley Airports and Caldwell Airport, causing a lack of collaborative visioning for the greater Treasure Valley and the State of Idaho. [Votes 2](#)
9. Lack of a restroom available 24/7 for transient and local aircraft during fueling, causing decreased credibility as an Executive Airport, as well as public urination on airport buildings – [Votes 1](#)
10. Current limitations and constraints of the current revenue sources for Caldwell Airport are causing limited investment and development. [Votes 1](#)
11. There is a lack of trust, a lack of solid communication protocols, and rampant disinformation amongst the stakeholders, causing limited cooperation and execution of airport plans and mandates. [Votes 1](#)

## 12.0 Appendix – Important Data and Definitions Used for This Plan

### Additional Issues Identified in Planning- Hold for 2027 Planning

- Runway extension with closure of Linden may increase vehicle traffic and cause inefficient ingress/egress for impacted local businesses.
- Concerns from Taxpayer Residences under the traffic pattern are causing serious concerns for safety and noise.
- Airport Users and Hangar owners are concerned that some large past airport capital spending is creating a situation where basic airport services needed are not being completed.
- Lack of an airport restaurant and outdoor community space is causing a negative economic impact and loss of community involvement at the airport [lost fuel sales, lost visitor spending in the area]
- City/Mayor's vision for airport to be focused on Light Jets/Turbo Props, causing basic airport needs to be unmet for both KEUL-based and piston G/A aircraft.
- Lack of fire equipment near runways is causing Taxpayer residents concerns about safety in their homes
- Existing roads around the airport are not adequate to handle increased commercial vehicle traffic, especially if Linden is closed for a runway extension.
- Power grid and water access at the airport are out of code or lacking for some hangars/buildings, causing loss of power and no access to water.

### Additional Issues Identified in Planning- Hold for 2027 Planning

- Lack of City commitment to invest in airport facilities and infrastructure is causing reduced ability to have companies choose Caldwell to locate/relocate or be able to land/base corporate aircraft on the field.
- Lack of a restroom available 24/7 for transient and local aircraft during fueling, causing decreased credibility as an Executive Airport, as well as public urination on airport buildings
- Lack of a DEQ/EPA-approved wash rack for KEUL-based aircraft, causing difficulty for aircraft owners to maintain their aircraft in an approved manner.
- The City mandate for commercial building specifications has created a significant shortage in affordable GA options for smaller hangars/shade hangars.

# Additional Issues Identified in Planning

- There is a lack of security and fencing on the field, causing theft and safety issues as vehicles and animals can enter runways and which should be secure inside the fence areas.
- There is a real or perceived conflict of interest inside the Airport Advisory Board, causing a lack of respect and trust among airport stakeholders.
- There is real or perceived favoritism by Airport Management, creating a lack of trust with Stakeholders concerning how airport rules are enforced and how contracts are awarded.
- Contracts for development on the airport lack definitive milestones and commitments from potential occupants, causing failed developments and results less than agreed upon.
- There is a significant vehicle road safety issue at the blind intersection of Linden and Airport Way, causing countless accidents and injuries. [known by users as the intersection of death]

### Strategic Planning Process Annual Commitment

- Strategic Planning Session – Key Management meets in March
- Assess and define to progress the Airport has made on the last strategic plan
- Define the key strategic issues for the next fiscal year (I.G.O.A) – Issues, Goals, Obstacles, and Action Steps
- Prepare Draft Strategic Plan – Management will prepare a draft of the plan in April
  - Include Budget and Capital Expenditures necessary to accomplish the NEXT FY goals
- Present to Airport Board – April
- Redraft/Amend with input from Airport Board/ Approval by Airport Board- April
- Presentation to City Council of Strategic Plan and Total Budget – Early/Mid-May to meet City budget process
  - City Council Approval of Plan and Budget by June of each year for the following FISCAL YEAR
- Measure – Quarterly Review/Update to Airport Board and City Council