



**CAPE COD GATEWAY AIRPORT
COMMISSION MINUTES OF THE REGULAR SESSION
TUESDAY, December 21, 2021
Via ZOOM**

The meeting was held at the Cape Cod Gateway Airport in the Airport Conference Room, 480 Barnstable Rd., Hyannis, MA and via ZOOM

Commissioners Present:

John T. Griffin, Jr., Chair; Elizabeth Young, Vice Chair; Norman Weill, Clerk; Wendy Bierwirth; Bradley J. Bailey; and Joseph DiGeorge

Commissioners not present:

John G. Flores

Yarmouth Representative:

William Marasco

Airport Staff Present:

Katie R. Servis, Airport Manager; Matt Elia, Assistant Airport Manager; and Suzanne Kennedy, Executive Assistant to the Airport Manager

Public Members:

Ned Dawes, Stantec; Rick Lucas (in person) and Paul McDonough, McFarland Johnson

Call To Order:

Chairman Griffin called the regular meeting of the Cape Cod Gateway Airport Commission to order at 4:00 p.m. Attendance roll call was taken followed by the Pledge of Allegiance. Chairman Griffin extended the condolences of the Airport to the Greeley family for the loss of Christine Greeley's husband Paul who passed away last week.

Minutes of the previous meetings:

The minutes of the July 27, 2021, August 17, 2021, and September 21, 2021 were approved and signed by the Commission Chairman.

Public Comment:

None

Commissioners Response to Public Comments:

None

Finance Subcommittee (Commissioners Weill, Flores, and Bailey)

The Finance Subcommittee did not meet during the month of December. Commission Weill commented that financial reports were sent to the Commission that had been prepared for the Financial Subcommittee.

Infrastructure & Marketing Subcommittee (Commissioners Young, and Bierwirth)

The Infrastructure & Marketing subcommittee met on Tuesday, December 7, 2021. Chairman Griffin read a review of the meeting (attached).

Old Business:

None



New Business:

COM1221-1 Discussion and Overview of Air Carrier Partnerships and Process by Rick Lucas of McFarland Johnson

- During the October Commission meeting, Commissioner's had asked several questions about the process of developing air carrier partnerships and formally implementing new service opportunities at the Airport.
- Airport Management indicated that this is a multifaceted process with many factors that can make the process seem never ending.
- The uniqueness of each airport, the uniqueness of the airlines, the current airline business practices, and competition from other airports complicate wooing an airline to this airport.
- Rick Lucas, McFarland Johnson, will review the following:
 - Identification of Stakeholders - Who are the Players?
 - Identification of Realistic Opportunities for HYA
 - Identification of Challenges and Limitations
 - Harsh Realities
 - Successful Practices
 - Reasons to Pursue Additional Service
- The next steps and consultant assistance needed in Fiscal Year 2023 to move this Business Plan forward were discussed.
- Rick Lucas also completed one of the tasks of the Business Plan, which he will include in his presentation which comprises of the following:
 - Commercial Air Service Airport Comparison - Research airports of similar size with air carrier activity to determine the similarities, the challenges and limitations based on this research, and the areas that the Cape Cod Gateway Airport must focus on.
- Rick Lucas reviewed the power point presentation, Air Service Road Map (attached) and highlighted the following:
 - Economically, travelers that arrive by air spend more locally than those that arrive by car (restaurants and goods & services).
 - Challenges and limitations of attracting new air service include competition with other airports, pilot staffing constraints, and programmed booking behavior by customers that search for Boston or Providence flights.
 - Airlines view smaller routes as a premium markets and charge higher fares which is prohibitive when there are other airports within range.
 - Mr. Lucas conducted a peer review of 12 airports for commercial service with comparative statistics and reviewed the results.
- Commissioner Weill commented on the reality of the airline statistics and that the Business Plan should focus on the other areas such as jet service and general aviation, and the electric air taxi industry. He mentioned Worcester Airport as an example of having airlines that leave the airport after a short period of time as they do not have the ridership.
- Commissioner Young agreed that the air taxi service should be explored as well as finding a subsidy for commercial service.
- Commissioner Bierwirth agreed that this information was very forthright. She commented the lack of the number of flights per day is more prohibitive than the cost of the ticket. Customers feel more airline reliability if they have more options for connecting flights.

COM1221-2 Update on Cape Air's Electric Aviation Research & Development Program



- Management has been in discussions with Cape Air and BETA of Vermont regarding developing a research and development station at the Cape Cod Gateway Airport for the purposes of testing electric aviation
- BETA would install an electric charging station and would work with Cape Air to collect data on electric aviation needs, use, charging station location, and etc. to assist in building their brand for electric aviation
- Management would like to develop a policy moving forward for the Airport regarding electric aviation as this affects all aviation.
- We have asked Cape Air to place the R&D charging station at the terminal ramp so that this is more upfront and in the public eye.
- We suggested near the fence line where the rental cars park near the terminal as we can better showcase the efforts and the station.
- FAA may also participate monetarily if this is a universal station and not just for one entity.
 - FAA is getting away from the typical grants.
 - During the last FAA administration several hurdles were placed on the award of these kinds of projects that made them very difficult to get to the end goal of a grant offer.
 - They are moving towards "other transaction agreements" which are contracts not grants, and can be given directly to a private company or airport, etc.
 - Management will be setting up a meeting with FAA Evtol Project Manager, Jonathan Torres, to discuss FAA involvement.
- Cape Air wishes to place the charging station close to their facility so that the R&D has some efficiencies working in close proximity to the Cape Air Maintenance facility
- Regardless, the airport supports Cape Air but the following considerations need to be addressed:
 - This could potentially replace a portion of fuel sales in the future and be a greener initiative that the airport wants to be behind and at the forefront.
 - Modifications to their lease will be necessary for the installation of the charging station with protections for the airport
 - The charging station may be R&D now but may have other uses in the future. The Airport needs to outline permissible/non permissible uses in any modifications to the lease.
 - Management has been working with Jim Wolf, Cape Air, on how to proceed with the location of the charging station.
- Assistant Manager Elia reviewed the two proposed locations near the terminal and near the Cape Air hangar.
- The commissioners commented on the following:
 - The logistics of being near the Cape Air facility for the R&D was practical, and the potential of electric recharging in the future could be outlined in the lease
 - The future loss of revenue from Jet Fuel due to electricity should be looked at for a replacement revenue stream.
- The airport needs to position itself for future electric growth by creating the framework now. It will take time to move to all electric commercial air service.
- Chairman Griffin commented that he heard that Southern Airways Express, who used to operate out of the Cape Cod Gateway Airport, was acquiring a fleet of 20 electric REGENT Seaglideres for over the water transportation.

COM1221-3 Approval of the Plans for the Airport Fixed Based Operation (FBO) Remodel



MOTION to approve the graphic and proposed approach as well as follow-up additions to meet the needs of the Airport Fixed Base Operation remodel. **SPONSOR:** Management (**May be acted upon**)

- This agenda item was moved and read by Chairman Griffin and seconded by Commissioner Weill.
- Management has been further developing the approach to redevelopment of the Airport FBO with Fennick McCredie, the Airport's on-call architects.
- During the recent Marketing and Infrastructure Subcommittee review of the plans, modifications were suggested to include:
 - A larger pilot lounge
 - Modifications to the restrooms
 - More storage space
- Due to the code requirement to bring the restrooms up-to-date, and comments from the commission to ensure that male/female restrooms and locker space be of the same/equal size; Airport Management has taken the liberty to work with Fennick McCredie to redesign the space between appropriate operational use and pilot/customer use.
- Assistant Manager Elia reviewed the graphic and proposed approach as well as follow-up additions to meet the needs of the facility (attached).
- Commissioners commented on the following:
 - Is there an area for Flight planning/ weather service computer - thi can be looked at.
 - An area for passengers to wait for aircraft to be ready -
 - Is there information for using the second floor - the send floor would be a later phase and is essentially a tower cab for the Operations. If used for passengers it would need to be made ADA compliant with the installation of an elevator. Many customers wait in their car, but they can use the pilot lounge.
 - This concept does represent the best choice for the available space.
 - The customers that will make the choice to go to various FBO's to have various levels of comfort.
- This agenda item was unanimously approved by show of hands and verbal vote.

Report of Special Committees

Yarmouth Representative Comments

- Mr. Marasco commented that he enjoyed the presentations today and understands that there are a lot of challenges to attract additional airlines.
- The runway extension is a needed update to the Airport and is more for safety purposes that to attract airlines.
- Chairman Griffin has been made aware of the commentary from Yarmouth residents and the concerns of the Hyannis Park residents. Mr. Marasco stated that the Airport has done a good job of addressing the concerns of the group and recommended expanding all of the runways to help mitigate or share the noise. This is a great opportunity to upgrade the airport.

Updates:

- Airport Master Plan Update
 - Complete and final documentation is with FAA for review
 - Staff met with the Town of Yarmouth 11/30/2021 regarding the AMPU
 - Overall the meeting went well and the consultant hired by the Town of Yarmouth came up with additional areas of review for the runway extension at a different length as well as modifications to approaches that could be implemented to curb some noise concerns.



- PFOS/Public Involvement Plan & Update
 - Meeting with DEP on October 1 to go over Audit finding
 - Continuing data collection and preparing for submittal of the Phase III report to DEP in October/November 2021
- Rebranding
 - Sign Replacement
 - At this point in time, staff has ordered the terminal sign replacement
 - Staff is also getting additional quotes for the replacement of the wooden access signs with the revised stone façade signs with solar lighting.
 - We may not have quotes and graphics to share for the December meeting but we will keep you in the loop
 - Website Upgrade
 - Website modifications - underway and an interactive test website available for Subcommittee review
 - Airport Management continues to work with The Quotient Group on the website.
- Dates to remember:
 - Cape Cod Gateway Airport Community Event Series
 - February 9, 2022: Chocolate & Hearts featuring Chef Stephen Coe.
- RFP Development for non-aviation parcels
 - Mildred's
 - Grass Lot (Access Road)
 - Air Cape Cod

Chairman Griffin attended the Wine and food event and was amazed and commented that the Airport attracted a lot of people from the community. Commissioner Young was thrilled with all of the work that is being accomplished and stated the staff and commissioners make a great team.

Adjournment:

Upon Motion duly made and seconded, the meeting was adjourned at 5:35 PM. The next meeting will be held on January 18, 2022.

NORMAN WEILL, CLERK

Documents attached:
 Infrastructure & Marketing Subcommittee speaking notes
 Air Service Road Map Power point
 Cape Air Proposed EA Charging station location
 Cape Cod Gateway Airport Proposed EA Charging station locations
 FBO remodel plans by Fennick McCredie



Speaking Notes: Infrastructure & Marketing 12-7-21

Met Tuesday, December 7, 2021 @ 10:32 am

Commissioners Young, Bierwirth, and DiGeorge were present. The meeting was held via ZOOM.

UNFINISHED BUSINESS:

IN1021-2 Review and Discuss the Sign Plan Modifications for Airport Access Road to Meet Rebranding Efforts

- Plymouth sign is obtaining the permit and moving forward on the terminal sign.
- Staff is also getting additional quotes for the replacement of the wooden access signs with the revised stone façade signs with solar lighting.

IN1121-2 Website Revamp, Update and Review

- The Quotient Group is still working on site development to include revisions on content and navigation based upon the Commissioner's comments
- They have updated photos and will include location information.
- The timeline for launching the site will be driven by completing the content needs, but hopefully will launch by the end of the year.
- *The commission will receive a link to the draft site once ready for review*

NEW BUSINESS:

IN1221-1 Update on Cape Air's Electric Aviation Research & Development Program

- Management has been in discussions with Cape Air and BETA of Vermont regarding developing a research and development station at HYA
- BETA would work with Cape Air to collect data on electric aviation needs, use, charging station location, and etc. to assist in building their brand for electric aviation.
- It has been noted that Cape Cod Gateway Airport may be the first airport planning for Research & Development of electric aviation
- Cape Air's Jim Wolf, was present to add to the discussion.

IN1221-2 Update on Airport Events, Modifications & Local Event Marketing

- Manager Servis reviewed upcoming events and thanked Claudine LeBlanc and Sue Kennedy for their hard work on the December 9th event that has already sold out.
- Creating Marketing Results, LLC (CMR) payments for event organization will be as a sub-consultant to The Quotient Group.
-

IN1221-3 Update on Airport Fixed Based Operation (FBO) Remodel

- Due to the code requirement for restrooms and equality of male/female Airport Management will work with Fennick McCredie to redesign the space for operational use and pilot/customer use.
- Airport Management reviewed graphics, the new proposed approach, and follow-up additions to meet the needs of the facility
- *The proposed layout and remodel approach was moved to the full commission for approval.*
-

Updates:

- A brief synopsis of the Master Plan progress and updates from the meeting with the Town of Yarmouth were discussed. Management will work on a balanced approach for both the Yarmouth and Barnstable residents.
- The Commissioners requested an update on the Mildred's property and beautification once NextGrid is done with the short term lease.

Adjournment: Having no other business to discuss, the meeting was adjourned at 12:22 p.m.



Air Service Road Map

Cape Cod Gateway
Airport Commission
December 21, 2021



Overview

- Who are the players?
- Identifying Realistic Opportunities
- Challenges and Limitations
- Harsh Realities
- Successful Practices
- Long Term Benefits

Who are they Players?

- Airport
 - Champion of the Process
 - Little Control in Results
- Airlines
 - Service Provider yet also a Customer
- Essential Community Partners:
 - Business Community
 - Tourism/CVB
 - State/US Elected Officials

Benefits of the Airport and Service Extend Far Beyond the Community, Stakeholders Should Reflect This

Challenges and Limitations

- 1,000's of Viable Route Pairs Exist for Airlines
- Pilot Staffing Constraints will be a Key Industry Limitation
- HYA a Function of a Larger Network
 - Resource and Capacity Decisions Made About Regions and Hubs, Less About HYA
- Hyper-Competitive at BOS, PVD Positioning as Regional Alternative, both Less than 90 Minutes from HYA
- Changing Programmed Booking Behavior is Extremely Difficult (and Expensive)

Minimal Risk Tolerance, Risk Needs to be Mitigated

Cape Residents are Programmed To Search From Other Airports, Many Know the Bus Schedule

Harsh Realities

- Airline is Essentially the Customer, not the Airport
- Airlines view Smaller Markets as Premium, Meaning They Should Achieve Higher Fares
- Customer Time Savings and Ease has no Value to Airlines
- Airlines View Their Service/Payment as Economic Benefits to the Community
- Some Pursuits Take 1-2 Years, Some 10+, Some Never Happen

Opportunity
Cost Analysis
Never Goes
Away!

Recent Headlines (The Good)

Delta is expanding its domestic network with 8 new or returning routes as the competition intensifies — see the full list



Twitter.com Delta Air Lines

Frontier Airlines building up PHL departures in anticipation of return to pre-pandemic travel levels



RECOMMENDED

New Airline To Offer Service To T.F. Green Starting July 29



Allegiant Air just announced 9 new routes targeting leisure destinations with fares starting at \$39 — see the full list



New Hampshire Welcomes New Service from Spirit Airlines with Nonstop Deals Between Manchester and Four Florida Cities



Spirit to offer more CA, industry-leading low fare and Spiritline service to Fort Lauderdale, Fort Myers, Orlando & Tampa starting October 2021

AIRLINE NEWS
New budget airline Avelo Airlines expanding to East Coast with Florida flights

Dawn Gilbertson USA TODAY
 Published 8:02 am ET Aug 19, 2021 | Updated 1:09 pm ET Aug 19, 2021



Recent Headlines (The Bad)

American Airlines Is Cutting These 27

Flight Routes, Starting Jan. 4

A NUMBER OF FLIGHTS WILL MEET THE CHOPPING BLOCK THROUGH NEXT SUMMER.



SHUTTERSTOCK

It used to be illegal for an airline to cancel routes the way Delta just took 3 cities off its flight list

Andrew Ross/Reuters and Steve Delaney/Reuters



United will stop flying to 11 US cities indefinitely — see the full list

Nathan Bangs/Reuters



United Airlines is dropping 8 more US cities from its route map

This year's routine reduction in products from one or more of our advertisers. You may receive correspondence on this topic via social media products. Please refer to our privacy policy on this page for the full details of our Advertising Policy. #UnitedAdverts



Frontier Airlines will end service to 2 major airports in 2022

Twitter/News



Delta dropping three small-city routes at Minneapolis-St. Paul International Airport

Twitter/News



Some of the most remote areas in the US are losing an air service link to the rest of the country

Twitter/News



Williamsport Regional Airport scrambling to find new airline service

American Airlines will discontinue its service at the Williamsport Regional Airport on September 30.

Airline, crew shortages lead to Oct. 1 exit by United carrier in Abilene

Ronan Beckel/Abilene Reporter-View

United Airlines announced it will cancel air service at Abilene Regional Airport as of Oct. 1.

Regional Examples

- Boston Logan Asia Service
 - Unserved for decades, announced pre 9/11, never launched
 - Finally launched in 2011, sparked additional Asia routes, now 5+
- Providence West Coast Service
 - Recruiting for 10+ years, remains unserved,
 - However once boasted 8+ European destinations, now zero
- New Haven, CT
 - Approached by start-up airline, launched base at airport
 - AA Ended Service, Leaving no network airline
- Manchester, NH
 - Spirit launched in October 2021, first new airline in over 15 years
- Binghamton, NY
 - Received SCASD Grant in 2010, no airlines ultimately partook

Successful Practices

- Peer Airport Analysis
- Air Service Task Force
 - Brings community stakeholders to the table
- Small Community Air Service Development (SCASD) Grant
- Air Service Development Consultant Benefits:
 - Route Feasibility Analysis
 - Direct Airline Route Planning Experience
 - Trusted Relationships with Airlines

Peer Review - Commercial Service

- Reviewed Markets with:
 - Similar sized MSA
 - Seasonality
 - Premium Characteristics
 - Short Runways
- Compared the Following Characteristics:
 - Annual Visitors
 - Distance to Commercial Service, Large Hub
 - Length of Season
 - Air Service Patterns and Enplanements

Very Few
Commercial
Markets Share
Characteristics
with HYA

Peer Review - Commercial Service

- 12 Airports in Larger Peer Group
- Closest Peers (Excluding ACK/MWY):
 - Hilton Head, SC - Short Runway, Premium, Seasonal
 - Carlsbad, CA - Short Runway, No Service, Past Service
 - Santa Rosa, CA - Short Runway, Previous Service Gap
 - St. Augustine, FL - Previous Service, Competitive Area
- Highlights of Peer Review
 - HYA Distance to Large Hub is 60% Closer (78mi vs 160)
 - HYA Season is Less than Half of Peers (4 months vs 7 months)
 - Airlines, Destinations, Service Patterns, Generally Consistent with Peers
 - Above Average Annual Visitors Compared to Peers

Boston Proximity and Length of Season are the Two Largest Obstacles
Both Reasonably Overcome with Marketing

So why even do it?

- New, Diversified Revenue Stream
 - PFC's
 - Auto Parking Revenue
 - Landing Fees
 - Terminal Rent
- Community Benefits
 - Attract New Demographics to Cape
 - Quality of Life
- Regional Economic Benefits
 - Visitor Spend by Air vs by Car

10 Year Revenue Scenarios :
50,000 Annual Enplanements - \$8,218,593
100,000 Annual Enplanements - \$16,437,187

Arriving by Air vs Car Means More Money Spent in Restaurants, Goods and Services in the Community.
25,000 Arriving by Air Spending \$2,000 Each Generates \$2.5 Million in Annual Sales Tax Revenue

An aerial photograph of a city, including a highway interchange and various buildings, is shown with a dark blue overlay. A white V-shaped graphic is positioned at the top of the image. A dark blue rectangular box with a white border is centered in the lower half of the image, containing the word "Questions?" in white text.

Questions?



BETA TECHNOLOGIES
1000 WASHINGTON ST
SOUTH WASHINGTON, VT 05690



BLACK & VEATCH
6600 W 11300 ST, SUITE 2302
OVERLAND PARK, KS 66211
(913) 246-2600

PROJECT NO: 419112
DRAWN BY: SFB
CHECKED BY: KSB

REV	DATE	DESCRIPTION
A	1/11/21	CDIS ISSUED FOR REVIEW

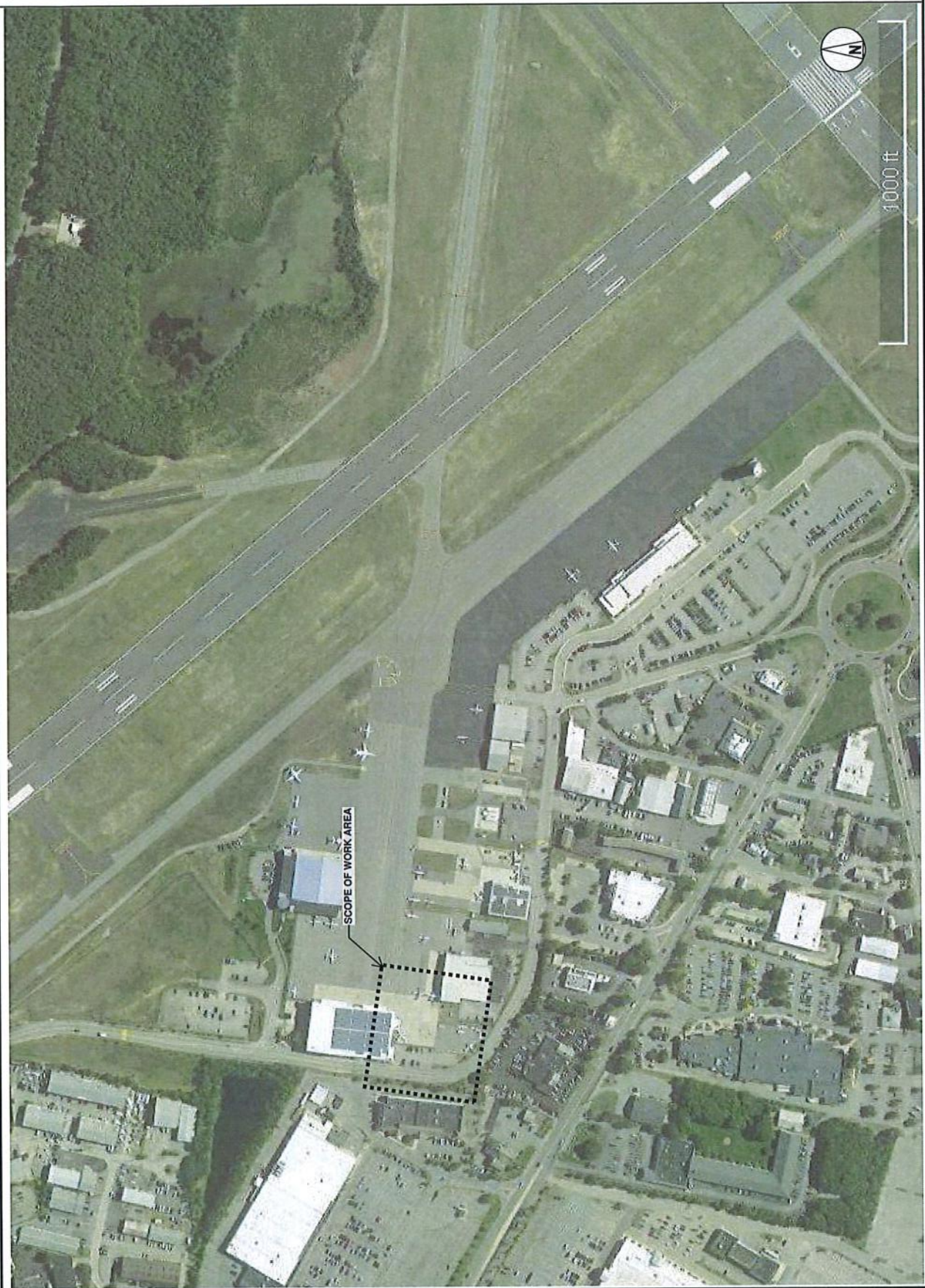
**NOT TO BE USED
FOR CONSTRUCTION**

IT IS A VIOLATION OF LAW FOR ANY PERSON UNLESS
THEY ARE ACTING UNDER THE DIRECTION OF A
LICENSED PROFESSIONAL ENGINEER TO REPRODUCE
THIS DOCUMENT.

KHYA - HYANNIS
480 BARNSTABLE RD
HYANNIS, MA 02601

SHEET TITLE
OVERALL SITE PLAN

SHEET NUMBER
C-1



NOTES:
 1. PORTION OF EXISTING FENCE TO BE REMOVED AND RELOCATED TO ALLOW PUBLIC ACCESS TO CLEARANCE FROM TRANSFORMER TO HAVE 10 FT CLEARANCE FROM FENCE.
 2. FIELD PICTURES INDICATE UNDERGROUND STORM & WATER TO EXIST IN THE AREA. CONTRACTOR TO IDENTIFY UNDERGROUND STRUCTURES IN THE FIELD PRIOR TO EXCAVATION AND ADJUST PARKING STALL LOCATION AS NECESSARY TO AVOID CONFLICT.



BETA

BETA TECHNOLOGIES
 1155 AIRPORT DRIVE
 SOUTH BURLINGTON, VT 05403



BLACK & VEATCH

100 WATER STREET
 OXFORD MA, 01547
 (978) 685-2000

PROJECT NO:	41013
DRAWN BY:	SPT
CHECKED BY:	KEB

REV	DATE	DESCRIPTION
A	1/11/21	CD IS ISSUED FOR REVIEW

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KHYA - HYANNIS
 480 BARNSTABLE RD
 HYANNIS, MA 02601

SHEET TITLE
ENLARGED SITE PLAN

SHEET NUMBER
C-3

Project:
1175 CSPP FACILITY
UPGRADES 2022

480 BARNSTABLE ROAD -
HYANNIS, MA 02601

Client:
BARNSTABLE
MUNICIPAL AIRPORT

480 Barnstable Road
Hyannis, MA 02601
L 508.775.2020

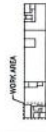
fm
Fennick
McCredie
Architecture

Team:
Architect:
Fennick, McCredie Architecture
70 Franklin Street
Boston, MA 02110
T: (617) 359-7500

Structural Engineer:
820 Hinesburg Road, Suite 230
South Burlington, VT 05403
T: (802) 898-9319

MEP Engineer:
Architectural Engineers, Inc.
100 State Street, Suite 100
Boston, MA 02110
T: (617) 542-8110

Key Plan:



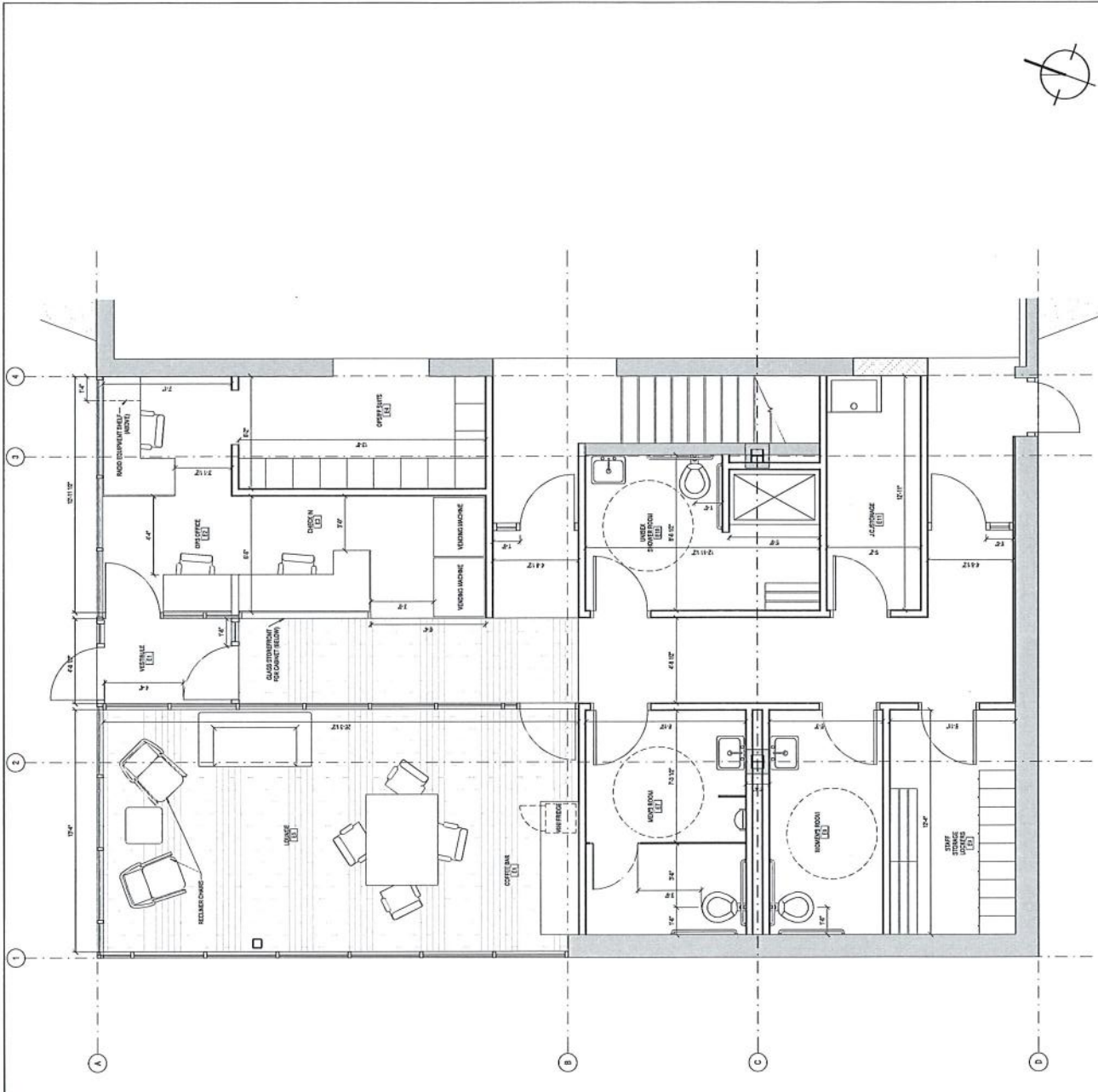
No.	Date	Revisions
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Checked By:	SMI
Scale:	3/8" = 1'-0"

Drawing Title:
ARFF
RENOVATION
SCHEME E

Drawing No.:

A-100E



1 RENOVATION SCHEME E
SCALE: 3/8" = 1'-0"

