



# ***Nantucket Memorial Airport Master Plan Update***



**2015**

Prepared for:  
**Nantucket Memorial Airport Commission**

Prepared By

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Jacobs Engineering

In association with

**RLM**

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**Funding for this Master Plan / Sustainability Study**

was provided by the

**FAA Airports Division and MassDOT Aeronautics Division**

under the

**Airport Improvement Program (AIP)**

**Grant Number 3-25-033-57-2013**





U.S. Department  
of Transportation  
**Federal Aviation  
Administration**

Federal Aviation Administration  
New England Region

12 New England Executive Park  
Burlington, MA 01803

September 25, 2015

Mr. Tom Rafter  
Airport Manager  
Nantucket Memorial Airport  
14 Airport Road  
Nantucket, MA 02554

Dear Mr. Rafter:

The Nantucket Memorial Airport Layout Plan (ALP), prepared by Jacobs Engineering, and bearing your signature, under Airport Improvement Program grant number 3-25-0033-057-2013 is approved and the master plan is accepted. A signed copy of the approved ALP is enclosed.

An aeronautical study (no. 2015-ANE-428-NRA) was conducted on the proposed development. This determination does not constitute FAA approval or disapproval of the physical development involved in the proposal. It is a determination with respect to the safe and efficient use of navigable airspace by aircraft and with respect to the safety of persons and property on the ground.

In making this determination, the FAA has considered matters such as the effects the proposal would have on existing or planned traffic patterns of neighboring airports, the effects it would have on the existing airspace structure and projected programs of the FAA, the effects it would have on the safety of persons and property on the ground, and the effects that existing or proposed manmade objects (on file with the FAA), and known natural objects within the affected area would have on the airport proposal.

The FAA has only limited means to prevent the construction of structures near an airport. The airport sponsor has the primary responsibility to protect the airport environs through such means as local zoning ordinances, property acquisition, aviation easements, letters of agreement or other means.

This ALP approval is conditioned on acknowledgement that any development on airport property requiring Federal environmental approval must receive such written approval from FAA prior to commencement of the subject development. This ALP approval is also conditioned on acceptance of the plan under local land use laws. We encourage appropriate agencies to adopt land use and height restrictive zoning based on the plan.

Approval of the plan does not indicate that the United States will participate in the cost of any development proposed. AIP funding requires evidence of eligibility and justification at the time a funding request is ripe for consideration.

When construction of any proposed structure or development indicated on the plan is undertaken, such construction requires normal 45-day advance notification to FAA for review in accordance with applicable Federal Aviation Regulations (i.e., Parts 77, 157, 152, etc.). More notice is generally beneficial to ensure that all statutory, regulatory, technical and operational issues can be addressed in a timely manner.

Specifically note that this ALP approval does not, on its own, constitute approval of a solar panel development. Development of this kind will require additional notice as mentioned in the above paragraph.

Also, the noise barrier has not been justified for federal funding under this master plan. Location of the noise barrier, however, is approved by FAA.

Please attach this letter to the Airport Layout Plan and retain it in the airport. We wish you great success in your plans for the development of the airport.

Sincerely,



Lisa J. Lesperance  
Community Planner

Cc: Denise Garcia, MassDOT/Division of Aeronautics  
Bill Richardson, Jacobs Engineering



# Nantucket Memorial Airport Master Plan Update

## NANTUCKET MEMORIAL AIRPORT MASTER PLAN & SUSTAINABILITY PROGRAM

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## **Nantucket Memorial Airport Master Plan Update**

### **Introduction**

The Nantucket Memorial Airport Commission (the Commission) last prepared an airport master plan in 1999 and more recently an Airport Layout Plan Update was completed in 2010. The ALP Update documented airport facilities, prepared aviation forecasts, and developed an aviation facilities needs assessment. Since then, a number of improvements have taken place, including:

1. Completion of an improved airport terminal building;
2. Construction of a new Airport Rescue and Firefighting (ARFF) building;
3. Grading of a gravel auto parking lot to provide an additional 107 auto parking spaces;
4. 500' extension to Runway 33;
5. Construction of a new airport administration/FBO building;
6. Construction of Taxiway J.



In addition to the recent facility improvements, the FAA's Airport Design Advisory Circular 150/5300-13 which serves as the basis for airport design has been updated (September 2012). This requires a review of airport facilities to ensure compliance with the new criteria.

The purpose for this master plan update is to provide the Commission with guidance for the reasonable, responsible and sustainable development of Nantucket Memorial Airport (ACK) to meet the transportation needs of Nantucket Island now and into the future. As such, a master plan Working Group developed and adopted a Mission Statement and the Goals and Objectives stated below on November 12, 2013 to serve as the foundation for the development of the airport as outlined in this master plan.

### **Airport Mission Statement**

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***The mission of ACK is to provide operationally safe, environmentally responsible, and economically sustainable air service to the residents, businesses, and visitors to the island of Nantucket.***

### **Airport Master Plan Goals and Objectives**

- 
1. Enhance public outreach procedures;
  2. Analyze changes in air carrier, general aviation, and corporate jet traffic activity;
  3. Conduct origin and destination surveys of current airport users to better understand travel demand and air service needs;
  4. Initiate FAA-18B GIS base mapping with an initial focus on surface facilities, as well as habitat management;
  5. Assess and update the land use of all airfield parcels and abutter properties;
  6. Clearly identify present and future corporate aircraft needs;
  7. Prepare an updated Financial Feasibility Plan.





## ***Nantucket Memorial Airport Master Plan Update***

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### **Chapter 1- Public Outreach Program**

#### **1.1 Goals**

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The master plan provides an opportunity for Nantucket Airport to identify needs, prioritize programs and projects and establish a firm foundation for future capital projects. The master plan effort is also a chance for the airport to re-establish solid footing with the Town, residents, users, and agencies. The public participation program is designed to be a structured, predictable process that will actively shape the master plan.

The goals of the public participation program are:

- Foster two-way education;
- Build trust in the airport administration;
- Assist with identifying airport priorities; and
- Begin building strong community support for the airport and its programs.

#### **1.2 Approach**

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Three levels of outreach are needed to reach a variety of people with different interests. One level of outreach involves highly invested stakeholders who will provide thoughtful and timely input and will be the backbone of the study (Working Group). Many members of the general public will want to keep up to date on the planning without spending a lot of time reading lengthy documents. And for others, reading about the study in the newspaper or getting periodic e-mail updates will be sufficient.

Approaches to getting and receiving information are varied.

- Face to face meetings and interviews with stakeholders and residents are critical for listening and learning.
- Small-group meetings with the Working Group and others as well as larger, community-wide meetings provide opportunities for face-to-face contact to exchange information and viewpoints to help break down barriers between people and the airport.
- Public information pieces ranging from newspaper articles to flyers, fact sheets, webpage, brochures, utility bill stuffers and display boards communicate quickly. Any form of public information provides basic, easy-to-find and easy-to-digest information.



### 1.3 Initial Public Outreach Activities

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#### Scoping activities

During master plan scoping in 2012, the Airport met with the Surfside Association, a neighborhood organization located close to the Airport, and held a public meeting during peak season in August 2012. These meetings provided input for the scope on a broad range of issues, from noise mitigation to Airport finances to revenue options.

#### Master Plan Kickoff Open House

In 2013, to help kick off the Master Plan, the Airport held an “**open house**” meeting on August 15, 2013. The widely advertised open house was held at Hangar 3 at the Airport and was designed to be educational without being a lecture. Tours of the Airport followed the presentation and discussion in the hangar. Over 70 people attended the open house.

#### Open House and Presentation

The open house portion of the meeting included a chance to meet and talk with Airport personnel and members of the master plan consulting team. The informal nature of the event fostered two-way communication and demonstrated openness.

The open house also provided information about the Airport. Eleven large informational boards were displayed around the hangar and addressed five key topic areas, and members of the master plan team answered questions and talked to people at the boards, one on one.

- Airport and Tower functions
- Fleet mix at ACK
- Passenger trends
- Sustainability and being a good neighbor
- Funding sources and issues

Attendees who were interested in volunteering for consideration as members of the Master Plan Working Group were asked to sign-up with names, addresses, affiliations and areas interest, as well as special areas of expertise. Airport staff then assisted in creating a balanced list of invitees to form the subsequent Working Group which would advise the Airport Commission and Airport staff during the remaining Master Plan work tasks (see **Chapter 1.4**, below).





## Sample Open House boards



### Environmental Stewardship and Sustainability

- Airport uses geothermal heating and cooling at terminal
- Airport is studying potential for solar power
- ACK's history of sustainable practices helped it get selected for "Carbon Neutral" program by MassDOT to become nation's first carbon neutral airport
- Ecological Management Plan to help guide airport best practices for habitat management and enhancement.
- ACK has ongoing commitment to reducing, reusing, retrofitting, and recycling.
- Electric vehicle charging station at Hangar 2



Blue-sky photo credit: (c) wildlife management / for the WPSA Permit.

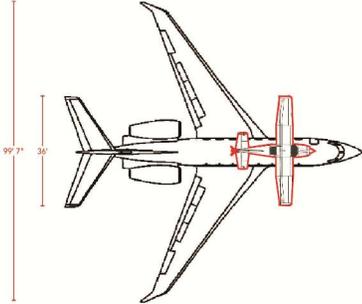


NANTUCKET MEMORIAL AIRPORT AND AIRPORT COMMISSION



### Changing Fleet Mix at ACK

- Mix of General Aviation aircraft is changing to more jets
- ACK Corporate Jet Fleet changing to wider wingspans
- Congestion and overflows result from wider wingspans changing fleet
- Overflow Parking causes altered flight track noise patterns




NANTUCKET MEMORIAL AIRPORT AND AIRPORT COMMISSION

The presentation and discussion part of the meeting was a chance for the Airport staff to update attendees on the status of projects at the Airport and to introduce the upcoming master plan process. Airport staff presented on a number of key topics:

- Changing fleet mix at ACK and its physical impact on the Airport aprons and taxiways
- Commercial passenger trends
- Airport sources of funding
- Innovative environmental initiatives
- Overview of the master plan process and schedule

A 25-minute question-and-answer/comment period followed the presentation.

### Perimeter tours

Following the question and answer/comment period, a number of attendees boarded an airport bus for tours of the perimeter of the airport and the ARFF. Three busloads toured the Airport and were exposed to aspects of the Airport and its operations that most do not see.





### 1.4 Working Group

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A 15-person Working Group was set up to be representative of the diverse Airport stakeholders. The Working Group is made up of a neighborhood group and residents, business representatives, a civic organization, an environmental organization, non-profit flying organization, Airport Commissioners and staff, two local airlines, and the Town planner.

#### Working Group Members

Diane Archer	Resident
Sam Bailey	Airport Business
Armando Cardenas	Island Air, LLC
Carol Dunton	Resident
Bob Egan	Nantucket Flying Association
Peter Farrell	Cape Air
Arthur Gasbarro	Airport Commission
Leslie Johnson	Resident
Tom Quigley	Surfside Association
Tom Rafter	Airport Manager
Allen Reinhard	Nantucket Civic League
P.J. Martin Smith	Chamber of Commerce
Ernest Steinauer	Mass. Audubon Assn.
Dave Sylvia	Airport Compliance Officer
Andrew Vorce, AICP	Town Planning Director

The **first Working Group meeting on November 12, 2013**, had 100 percent participation. Members traveled to the meeting or participated via conference call or video call. The meeting had several parts:

- Discussion of the role of the Working Group;
- A detailed review of the Master Plan process and schedule;
- A comprehensive review of recent airport projects;
- Update on environmental and sustainability activities (which resulted in **Chapter 3**); and
- Detailed review of existing airport conditions, as well as trends in passenger enplanements, business jet operations, air taxi operations, and industry etc. (**Chapters 4 and 5**).

Each member was asked to comment on what they considered the key issues to be addressed in the master plan.



## **Nantucket Memorial Airport Master Plan Update**

Working Group key master plan issues:

1. Airport alternatives must be informed by finances
2. Capital Improvement Program must include all master plan projects
3. Fiscal analysis and rates and charges study should include the need to pay back the Town
4. Emphasize programs and techniques to reduce energy consumption
5. Cost of borrowing for capital projects should be included in total budget figure
6. Town and airport should collaborate on transportation and land use issues in comprehensive way
7. Several private roads should be considered to be converted to public roads for airport access
8. Protection of rare species critical
9. Understanding air traffic trends and implications is key
10. Community and quality of life issues for year-round residents are important
11. Must maintain good customer experience so people continue to choose to fly
12. Airport must continue to accommodate visitors from NYC metro area
13. 402 fuel issues: if 100LL avgas no longer available, what will happen to the 402s?
14. Greater emphasis on General Aviation at ACK is needed

The **second Working Group meeting on February 25, 2014**, focused on aviation activity and forecast of aviation demand. Thirteen of fifteen Working Group members participated. Discussion included:

- Review of ACK mission statement;
- Baseline environmental and sustainability conditions;
- Aviation finances and the proposed Passenger Facility Charge;
- Different travel markets and trends in aviation activity since 2010; and
- Forecasts of aviation demand, what could affect demand, comparison with FAA Terminal Area Forecasts.

This input resulted in fine-tuning Master Plan **Chapters 3, 4 and 5**.

The **third Working Group meeting on May 29, 2014**, focused on potential Master Plan improvement concepts. Eleven of fifteen Working Group members participated. Discussion included:

- Safety and security concepts;
- Efficiency/revenue-enhancing proposals;
- Terminal and airfield capacity concepts; and
- Environmental and sustainability concepts.

This input was used by the planning team to finalize **Chapter 6**, Alternative Concepts.

The **fourth Working Group meeting on December 18, 2014**, reviewed and discussed potential projects and activities to include in the Capital Improvement Program (CIP). The five-year CIP is the key step in the Master Plan process, and this meeting was valuable to Airport staff because it featured a detailed discussion about proposed projects and how critical they are to the Airport's mission. The Working Group reviewed 18 potential projects and used preference polling for individuals to rank his/her priorities (see attached "Working Group Dec. 2014 Preference Polling"). Following the meeting, the Airport staff used the Working Group preferences to prioritize the short- and long-term Capital Projects. Airport staff balanced Working Group preferences with fiscal constraints over the next five to ten years



## **Nantucket Memorial Airport Master Plan Update**

and developed a revised ACK Priority Project List (see **Chapter 7**). This became the basis for the Airport's Capital Improvement Plan (CIP) and the Financial Business Plan. Nine of fifteen Working Group members participated in all or some of the meeting and were joined by four visitors. Topics covered included:

- Safety and security concepts (multi-phase terminal apron repaving, South Apron redesign, new jet airline parking position, taxiway improvements, information technology upgrades);
- Terminal and airfield capacity concepts (short- and long-term hold room improvements, 20-year terminal plan);
- Efficiency concepts (improvements to the Tower, storage facilities, need for housing for Airport manager);
- Revenue enhancement concepts (private-sector development options, selling or leasing surplus non-aviation parcels, review of rates and charges to establish equitable system); and
- Environmental and sustainability concepts (solar arrays, pilot-controlled ramp lighting, promote non-auto access, coastal bank protection concepts).

Meeting presentations and summaries are posted on the website.

### **1.5 New Master Plan Web Page (<http://masterplan.nantucketairport.com>)**

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The Nantucket Memorial Airport website has a new Airport Master Plan page that includes a comment form for use by the public to communicate about issues and ask questions. As the draft documents were completed, they were posted to the Master Plan website.

The following documents are available on the new Master Plan web page:

- August 23, 2012, Public meeting presentation
- August 15, 2013, Open House boards and presentation
- Working Group membership and all meeting summaries, presentations
- Master Plan team organization chart
- Master Plan report outline
- Master Plan schedule (graphic)
- "Fly-friendly" noise handout pamphlet
- Master Plan chapters (posted on website as they are completed)



### **1.6 Additional Public Outreach**

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Public information pieces include traditional flyers, displays, fact sheets, webpage, brochures, and display boards, as well as Facebook social media. The Airport introduced Twitter and Facebook at the start of the Master Plan effort. The Airport's web page is linked to other affiliated organizations such as the Nantucket Flying Association so members can see what is going on with the Master Plan.

Public information to-date has included a series of three press releases, each covering a different aspect of the Master Plan process. Hundreds of flyers for the Master Plan's kick-off airport open house meeting were distributed by neighborhood associations. Many were posted throughout the Airport and the Town, as well as on affiliated organizations' websites. Graphically appealing display ads were placed in the Inquirer and Mirror newspaper three times before the airport Master Plan open house meeting. Attendance was very good, filling all available seating, with standing room only during the presentations by the Commission Chairman and Airport Manager. The Public Outreach program has helped to explain the Airport Commission's responsibility to operate Nantucket Memorial Airport in a way that maintains and enhances aviation safety in a manner that is environmentally responsible and economically sustainable.



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