Funding for this Master Plan / Sustainability Study was provided by the FAA and MassDOT Aeronautics Division under the Airport Improvement Program (AIP) Grant Number 3-25-033-57-2013
## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>1-4</td>
</tr>
<tr>
<td>Airport Mission Statement (DRAFT)</td>
<td>1-4</td>
</tr>
<tr>
<td>Airport Master Plan Goals and Objectives</td>
<td>1-4</td>
</tr>
<tr>
<td>Chapter 1. Public Outreach Program</td>
<td>1-6</td>
</tr>
<tr>
<td>1.1 Goals</td>
<td>1-6</td>
</tr>
<tr>
<td>1.2 Approach</td>
<td>1-6</td>
</tr>
<tr>
<td>1.3 Initial Public Outreach Activities</td>
<td>1-6</td>
</tr>
<tr>
<td>1.4 Working Group</td>
<td>1-9</td>
</tr>
<tr>
<td>1.5 New Master Plan Web Page (<a href="http://masterplan.nantucketairport.com">http://masterplan.nantucketairport.com</a>)</td>
<td>1-10</td>
</tr>
<tr>
<td>1.6 Additional Public Outreach</td>
<td>1-10</td>
</tr>
<tr>
<td>1.7 Ongoing Public Outreach</td>
<td>1-10</td>
</tr>
</tbody>
</table>
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;

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 (DRAFT)
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 the changes in air carrier, general aviation, and corporate jet traffic aviation 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;
Chapter 1. Public Outreach Program

1.1 Goals

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

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 fliers, 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

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 was held in 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
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

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diane Archer</td>
<td>Resident</td>
</tr>
<tr>
<td>Sam Bailey</td>
<td>Airport Business</td>
</tr>
<tr>
<td>Armando Cardenas</td>
<td>Island Air, LLC</td>
</tr>
<tr>
<td>Carol Dunton</td>
<td>Resident</td>
</tr>
<tr>
<td>Bob Egan</td>
<td>Nantucket Flying Association</td>
</tr>
<tr>
<td>Peter Farrell</td>
<td>Cape Air</td>
</tr>
<tr>
<td>Arthur Gasbarro</td>
<td>Airport Commission</td>
</tr>
<tr>
<td>Bob Quigley</td>
<td>Surfside Association</td>
</tr>
<tr>
<td>Tom Rafter</td>
<td>Airport Manager</td>
</tr>
<tr>
<td>Allen Reinhard</td>
<td>Nantucket Civic League</td>
</tr>
<tr>
<td>P.J. Martin Smith</td>
<td>Chamber of Commerce</td>
</tr>
<tr>
<td>Dave Sylvia</td>
<td>Airport Compliance Officer</td>
</tr>
<tr>
<td>Andrew Vorce, AICP</td>
<td>Town Planning Director</td>
</tr>
</tbody>
</table>

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;
- Detailed review of existing conditions (trends in enplanements, business jet operations, air taxi operations, etc.).

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

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
1.5 New Master Plan Web Page (http://masterplan.nantucketairport.com)

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 they are completed, master plan documents will be posted.

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, meeting summary*, presentation
- Master Plan team org chart
- Master Plan report outline*
- Master Plan schedule (graphic)
- Noise handout pamphlet*
- Public outreach plan*
- Airfield conditions inventory*
- Environmental conditions inventory*
- Air service analysis*
- Forecasts*

* coming soon

1.6 Additional Public Outreach

Public information pieces include traditional fliers, displays, fact sheets, webpage, brochures, and display boards as well as 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.

Public information to-date has included a series of three press releases each covering a different aspect of the master plan process. Hundreds of fliers for the open house meeting were distributed by neighborhood associations, posted throughout the Airport and the Town and posted on affiliated organizations' websites. Graphically appealing display ads were placed in the Inquirer and Mirror newspaper three times before the open house meeting.

1.7 Ongoing Public Outreach

In addition to Working Group meetings and coordination, the team will reach out to the general public to keep them aware and informed of the progress of the planning and to provide an opportunity for input. Working with the Working Group, the team will identify a number of effective ways to connect with others in the community. They could include:

- Presentations at neighborhood groups
- One or two more community-wide meetings
- Presentations at Board of Selectmen, Planning Board, Chamber meetings
- Displays at airport bulletin boards, Town Hall, library
- Media interview
- Bill stuffer

The website will be promoted heavily as a way to learn and provide ideas and feedback. Links to the website will be provided to affiliated organizations with websites so their members can easily see what is going on with the master plan.