

September 2009



VTrans

Vermont Agency of Transportation

STATEWIDE AIRPORT BUSINESS PLANS

FRANKLIN COUNTY STATE AIRPORT



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1. INTRODUCTION

This business plan is intended to recommend potential means of improving the financial performance of the Franklin County State Airport (FSO). The Airport is one of the busiest general aviation facilities in Vermont and serves a clientele of primarily recreational and discretionary aircraft operators.

1.1 Missions & Goals

Knowledge of the missions, goals, and background of the sponsor, the Airport, and the business community, helps to identify some of the opportunities and challenges that are currently facing the Airport and that could face the Airport in the future. A clearly defined, current, and realistic mission statement provides the oversight framework to benefit from opportunities as they arise. This analysis is geared toward the future and toward positioning the Airport to take the best advantage of its strengths and assets.

Vermont Agency of Transportation

Franklin County State Airport is owned by the State of Vermont Agency of Transportation (VTrans). VTrans currently owns ten airports across the State. While the mission of each of the ten airports owned by VTrans varies, the mission of the airport system includes many of the overarching themes important at the airport. VTrans' mission is as follows:

"Vermont's airport system will be accessible, safe, and secure, meeting the needs of its business and recreational users, including implementing new technologies to support the future system. The airport system will be preserved and enhanced, while meeting Federal and State guidance and promoting responsible environmental stewardship and land use compatibility. Vermont's airports will be operated as business-oriented facilities focusing on creating opportunities for a return on the investment and will provide intermodal linkages to national transportation systems¹."

The 2007 Vermont Airport System and Policy Plan (VASPP) includes several goals for VTrans. Franklin County State Airport is a significant contributor to the achievement of several of the following system-wide goals:

- Provide a system of airports that is accessible for people and goods from both the ground and the air throughout the State.
- Preserve and enhance Vermont's existing airport systems infrastructure investment through maintenance and rehabilitation to meet future growth and demand as well as providing new infrastructure to meet future needs in support of the national air transportation system when needed.
- Plan for future airport development and protect public investment in airports through promotion of compatible land use in the vicinity of airports.

¹ Source: Executive Summary: Vermont Airport System and Policy Plan, September 2006

- Provide a safe and secure system of airports that meets State and Federal guidelines, including routine inspections of airports such as the 5010 Program.
- Seek adequate and stable funding, including FAA assistance, and assure appropriate staffing to support the Agency's mission.
- Make timely, sound infrastructure investments derived from airport master plans and based on priorities that are determined through coordination with Vermont's aviation stakeholders, including use of the Vermont Airport Capital Facilities Program.
- Strive to generate appropriate revenues from the operation of the State-owned airports in support of their continued operation and expansion utilizing a business-oriented approach.

Franklin County State Airport

The Airport provides a base for recreational and discretionary aircraft users from northwestern Vermont, the "North Country" region of New York, and southern Quebec, Canada. The Airport does not have a formal mission statement, but its role can be summarized as follows:

"The Franklin County State Airport provides professional, efficient, safe, and convenient general aviation facilities and services to residents and visitors in northwestern Vermont. The Airport strives to provide a family-friendly atmosphere with personalized service to all airport users and community members."

Program goals to support the mission, as stated above, include:

- Continue to operate the Airport safely and efficiently.
- Strive to manage expenditures and increase revenues at the Airport.
- Encourage private sector investment in the utilization and development of the Airport's facilities.
- Pursue funding for implementation of necessary capital improvement projects to improve safety and usability of the Airport.

The Vermont Agency of Transportation follows a policy of contracting with Fixed Base Operators (FBO) to serve as airport managers and representatives of the State at most state-owned airports. Franklin County State Airport is currently managed by Border Air, the FBO. In return for serving as the Airport manager and State representative at the Airport, Border Air receives a small stipend from the State.

1.2 Desired End Products

The final report that will result from this analysis will include the following:

- An evaluation of current airport business operating practices.
- The identification and evaluation of needs, opportunities, and challenges facing the Airport.

- A five-year projection of revenues and expenses at the Airport for the baseline case and alternative scenarios.
- Strategic planning recommendations for the Airport.
- Graphic materials to support airport facility development including color brochures.
- An economic impact evaluation of the Airport, identifying jobs, income, and total output associated with the facility.

1.3 Report Outline

Several aspects of Franklin County State Airport will be considered as part of this project. These aspects include the financial performance of the Airport, the presence and/or capability to attract corporate or business aviation, the size of the current facility, the relationship between the Airport and the Franklin County community, and the economic impact of the Airport on the community.

This report has been organized to include the following sections in order to address the issues described above and to produce the desired end products:

Section 1 - Introduction

Section 2 - Background

Section 3 - Airport Characteristics

Section 4 - Development Consideration

Section 5 - Airport Improvement Areas

Section 6 - Recommended Plan

Section 7 - Economic Impact Analysis

Appendix A - Lease Summaries

Appendix B – State & Local Incentive Programs

Appendix C - IMPLAN Results

2. BACKGROUND

2.1 Airport Location

Franklin County State Airport is located in northern Franklin County, Vermont, approximately eight miles south of the border with the Canadian province of Quebec. The Airport itself, while serving all of Franklin County, is located in the rural Town of Highgate, approximately three miles west of Highgate Falls, the town’s central business district, and three miles east of the Village of Swanton. The business center of Franklin County, the City of St. Albans, is located approximately 10 miles south of the Airport. Access to the Highgate area is provided from the north and south via Interstate 89, with access ramps approximately two miles west of the Airport. Interstate 89 has a southern terminus near Concord, New Hampshire and a northern terminus at the Quebec border in Highgate Center. At the Quebec border, Interstate 89 becomes Autorue 35, a mostly 4-lane limited access highway that connects the border with Montreal, the second-largest city in Canada. Access from the east & west is provided via State Route 78, which terminates to the west at U.S. Route 2 and provides access to Upstate New York. State Route 78 terminates to the east at State Route 105, near Sheldon Junction, Vermont which continues east through Newport, Vermont to the New Hampshire border. Access to the Airport is gained via State Route 78 to Airport Road. The Airport’s location is shown in Figure 1.

The airport is located in a commercial section of Franklin County, where the proximity to Interstate 89 has attracted several businesses to the area including a Grand Union supermarket and fast food chains such as Dunkin Donuts and McDonalds all located a mile west of the Airport. Other commercial uses near the Airport include a tractor supply company, and other agriculture-related businesses. Agricultural uses are also abundant in the area surrounding the Airport, especially east of Swanton and Interstate 89. There are limited residential units in close proximity to the Airport. The Airport is also home to the grounds for the Franklin County Field Days. The fairgrounds have hosted several major music events in recent years including performances by the Grateful Dead, Phish, and Alanis Morissette.

2.2 Regional Profile

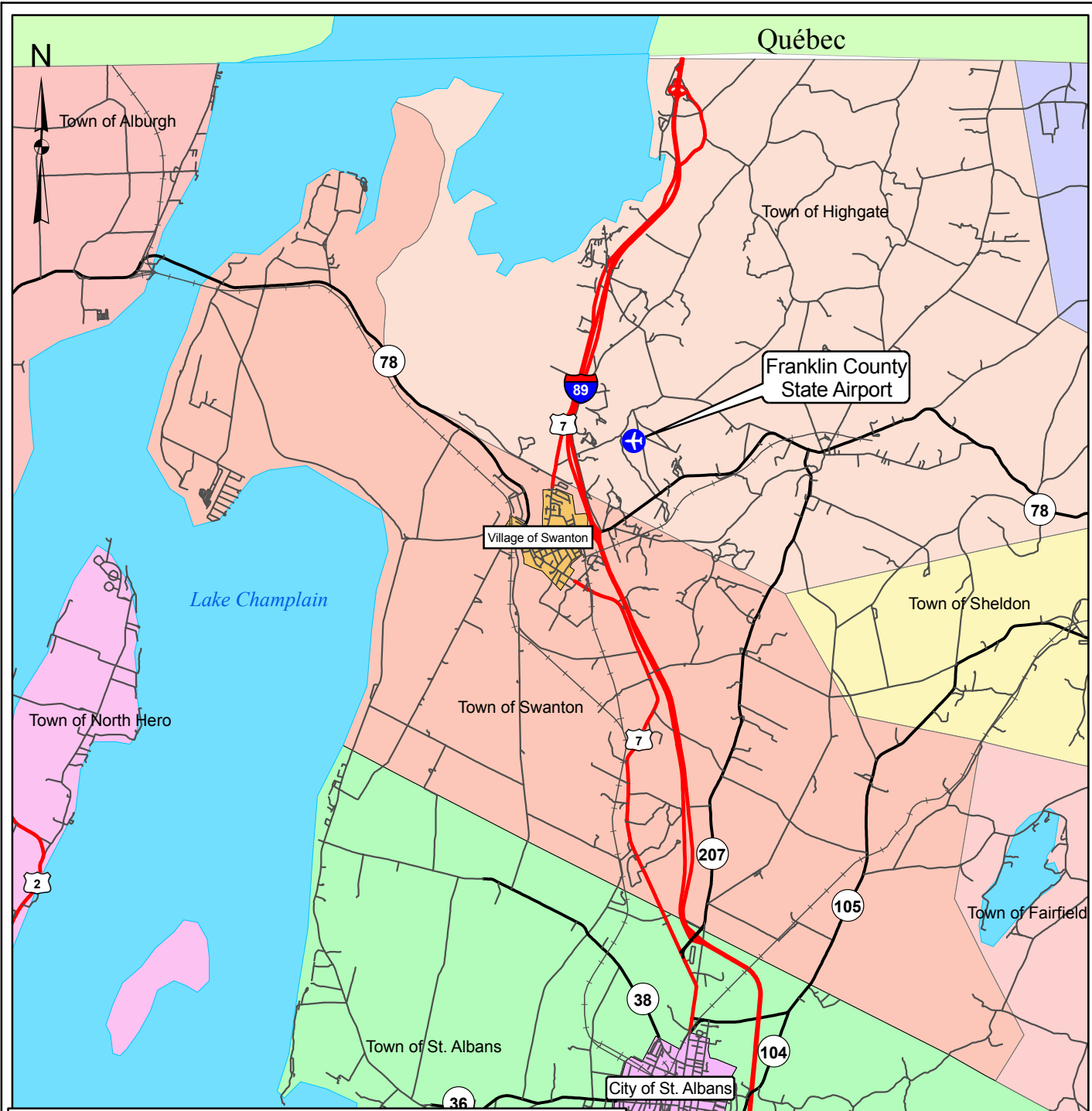
Founded in 1763 with 103 residents, Highgate covers approximately 53 square miles. Population characteristics are detailed in Table 1.

Total Population			
	1970	2000	2007*
Town of Highgate	1,936	3,397	3,674
Franklin County	31,281	45,417	47,934
State of Vermont	444,732	608,827	621,254

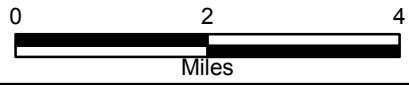
United States Census (<http://factfinder.census.gov>)

State of Vermont Department of Health (<http://healthvermont.gov/research/2007pop/2007pop.aspx>)

* - United States Census Estimate



REGIONAL LOCATION



FRANKLIN COUNTY STATE AIRPORT
FRANKLIN COUNTY, VERMONT

LOCATION MAP

SCALE: AS SHOWN	DATE: FEBRUARY 2009	FIGURE: 1
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K:\TRANSPORT-1689803 VT BPlan 2-1-3 Draw\Franklin County\GIS\Location.mxd

According to the United States Census, the population of Franklin County is above average in terms of high school graduation rates, where 82.6% of the population over the age of 25 in 2000 had graduated high school, compared to a nationwide average of 80.4% and below average in terms of college academic attainment, where only 16.6% of the population held a Bachelors Degree or higher, well below the national average of 24.4%. The population of Franklin County is young, with 25.1% of the population estimated below the age of 18 in 2006, which exceeds the national average of 21.4%. Unlike several other areas of Vermont, which tend to have aging populations, the younger population in Franklin County is unusual and it was indicated by local economic development officials that job opportunities in the Burlington and St. Albans areas may be attractive to young professionals moving into the area and raising families.

In terms of housing in Highgate, there are 1,247 housing units in the town. Of the total housing units in the town, 15.7% are seasonal use properties, or second-homes. In Franklin County, there are 19,191 housing units, 12.6% of which are second-homes. The State of Vermont has one of the largest rates of second homeownership in the country. According to a study completed by the University of Vermont Extension, there are approximately 49,000 second homes in Vermont.

The regional economic center for Franklin County is the City of St. Albans, approximately 10 miles south of the Airport. Downtown St. Albans is a bustling area, with a variety of businesses including gifts shops, restaurants, art galleries, a bookstore, a toy store, and other businesses. The County Courthouse is located downtown, with a large green space surrounding the building that serves as the focal point for the area. Several of the major regional employers are located in St. Albans, including Energizer Battery and a United States Customs and Immigrations Services office.

2.4 Airport & Regional Economic Climate

The business climate at the Airport and within Franklin County was reviewed to illuminate strengths and weaknesses of the region prior to considering business plan alternatives. In order for the Airport to succeed, it must serve the needs, current and future, of its users, and must exist in harmony with the surrounding community. Making sure that the Airport has the facilities that the community needs will help to ensure that the Airport generates revenue for the State of Vermont.

Existing Airport Tenants & Users

There are many tenants at the Franklin County State Airport. Descriptions of several of the key lessees follow.

Border Air, Ltd.

Border Air serves as the FBO at Franklin County State Airport. Border Air maintains the terminal building at the Airport and a courtesy car, and provides major aircraft maintenance, avionics installation, flight instruction, tie-down rental, and fuel. Border Air functions as the

Airport manager and State representative at the Airport. Border Air leases only one building at the Airport, the FBO Hangar/Terminal. Border Air does not lease any space at the Airport for aircraft storage.

Prestige Aircraft, Inc.

Prestige Aircraft is considered a secondary FBO at the Airport. Prestige offers painting services in a hangar located to the north of the FBO hangar. In addition, Prestige offers aircraft refinishing and interior upholstery services, window replacement, and minor frame repairs. Conversations with FBOs at State-owned airports across northern Vermont indicate that most aircraft operators in need of a paint shop are referred to Prestige.

Experimental Aircraft Association

The Experimental Aircraft Association (EAA), Chapter 613, is active at the Franklin County State Airport. In 2007, the EAA constructed a new hangar across Airport Road from the terminal. The building is owned by the EAA on land leased from VTrans. The building serves as an educational center that contains classrooms, a library, kitchen facilities, and hangar space for aircraft projects. According to the EAA, “The center will be a place where our kids can explore their dreams in aviation. They will be able to see and touch airplanes, be around aviation operations at a real airport, and have the opportunity to be mentored by experienced pilots and aviation enthusiasts...”²

LaPierre USA

LaPierre USA is a distributor of maple syrup products and is located in a former UPS distribution center on airport property. LaPierre pays a land lease to the State for the land where the building is located. LaPierre opened at the Airport in 2006 after the departure of previous tenant, Missisquoi Transportation Management. There is no airside access available from the LaPierre facility.

Franklin County Field Days, Inc.

A large portion of the eastern section of the Airport is leased by the Franklin County Field Days, Inc., which utilizes the land for the Franklin County Field Days, which occurs for four days each year. When the fair is not being held, the land can be rented by groups for various functions including camper rallies, weddings, family reunions, and tool sales. The site has previously been rented to host performances by musical artists including The Grateful Dead and Phish. During the winter months when the fairgrounds are closed, vehicle storage is available; however the State does not collect or share in revenue associated with events held solely on grounds leased to the Field Days.

² Experimental Aircraft Association, Chapter 613, (<http://www.eaa-chapter613.org>).

United States Border Patrol

The United States Border Patrol maintains an office on-airport on over two acres of land along Airport Road. The Border Patrol also utilizes a grass helipad on privately owned property across Airport Road from its office near State Route 78. Land for the office is subleased from the Richmond Group Partnership. The Border Patrol uses the location, as it is centrally located in its district, which stretches from Watertown, New York to the eastern Maine border. There has been discussion about constructing a paved helipad on the Airport; however, the Border Patrol is content with the current grass helipad that is maintained by a lawn vehicle maintenance company located across State Route 78. The current Border Patrol office on-Airport does not provide Customs services for transient aircraft arriving from Canada.

Regional Economic Profile

As with most of New England, manufacturing and natural resources have historically been the staples of the economy in Franklin County. Local economic development officials have indicated that this has changed. The historical industries continue to contribute significantly to the economy of Franklin County; however new types of businesses are beginning to enter the area. These businesses tend to be either service based, or based on emerging technologies. Access to the region may be a factor for a business that chooses to locate in the Franklin County area. Rail access to the region is good; however, air and road access is only satisfactory and not ideal for many businesses. Government-related employment is also significant in Franklin County. The United States Citizenship and Immigrations Service (CIS) maintains a large presence in St. Albans with a processing center. This center is the largest employer in Franklin County, as shown in Table 2.

Table 2: Major Employers in the Franklin County Area	
Employer	Approximate Number of Employees
United States Customs & Immigrations Services	1,700
Northwestern Medical Center	600
Mylan Technologies	400
Peerless Clothing	350
Energizer Battery	350
Ben & Jerry’s Ice Cream	250
Rock-Tenn Paperboard	200

Source: Franklin County Industrial Development Corp.

The CIS processing center is the largest employer in the county. The Franklin County Industrial Development Corporation (FCIDC) indicated that other major employers include Energizer Battery, which manufactures their AA Lithium batteries at a St. Albans factory, Ben & Jerry’s Ice Cream, Franklin Foods, Via Cheese, Barry Callebaut USA, and PBM Nutritionals. With the exception of the CIS and Energizer Battery, the remaining five major employers were all involved in the food industry. Franklin County is the largest dairy producing county in New England with over 275 dairy farms³. Nearly 1.2 billion pounds of milk are sold annually by the

³ Edelstein, Art. “County Faring Well in Overall Economic Downtown.” Vermont Business Magazine, September 1,

St. Albans Cooperative Creamery with annual sales totals of over \$200 million. Dairy milk is not only sold for consumption, but is also sold for conversion into ice cream and other dairy products by local vendors such as Ben & Jerry's and Franklin Foods.

According to the FCIDC, most of the major employers in Franklin County are located in St. Albans. However, Highgate and nearby Swanton also have several major employers. These employers include Vermont Brick (an occasional airport user), Dexter Products, Ray's Extruder Die Service, Biocardel, Cargill Animal Nutrition, New England Container, Rosie's Beef Jerky, Sunhill Foods of Vermont, Eveready Batteries, and Vermont Precision Tools.

During the 1980s, construction and development of industrial parks throughout the county brought new durable good manufacturers to the region and created a significant number of new jobs. During the 1990s, this trend continued and combined with an increase in retail employment, particularly along Interstate 89. However, unemployment in the Franklin County area grew slightly between 2000 and 2005. According to the Vermont Department of Labor, the 2000 unemployment rate was at 2.9%. By 2003, that number rose to 4.9% before falling to 3.8% in 2005. As of December 2008, the unemployment rate in Franklin County has risen to 6.5%, the highest recorded unemployment rate since January 1997 when unemployment was at 6.7%⁴.

Industrial Parks

One measure of a community's economic growth potential is the extent to which industrial and/or commercial space is available to accommodate business growth. In Franklin County, twelve business and industrial parks are spread throughout six towns. These business and industrial parks provide convenient locations for industrial and business expansion for new and current tenants. A listing and description of several of the industrial parks is found below:

- **Arrowhead Industrial Park:** The Park is approximately 14 miles south of the Franklin County State Airport in Georgia, Vermont, near Interstate 89. The park is divided into 13 lots with a total of 56 acres. Eleven lots are currently developed, with the remaining two approved for construction. Several of the currently developed lots are available for lease. Current tenants include B.D. Press, Yankee Corporation, Bertek, Gardner's Supply, and SERAC Corporation.
- **Georgia Dairy Industrial Park:** This industrial park is also approximately 14 miles south of the Airport, near Interstate 89 and the Arrowhead Industrial Park. This park has 70 acres of space, with a 3 acre and a 4.8 acre lot remaining. Current tenants in the park include PBM Nutritionals, Vermont Fasteners, and MED Associates.
- **Morse Industrial Park:** The Morse Industrial Park is situated 13 miles south of the Airport adjacent to Interstate 89 Exit 18, near U.S. Route 7. This 42 acre park

2008 (<http://www.allbusiness.com/economy-economic-indicators/economic-news/11594370-1.html>).

⁴ State of Vermont, Department of Labor,

(<http://www.vtlni.info/Labforce.cfm?qperiodyear=2008&qareatype=04&qadjusted=Y>)

was recently designated and is mainly undeveloped. The site has been split into eight lots, where seven are still available. The lone park tenant is Liquid Measurements, which manufactures aircraft fuel gauges.

- **Swanton Industrial Park:** The Swanton Industrial Park comprises approximately 70 acres and is situated west of Interstate 89 in Swanton, two miles west of the Airport. Approximately four acres are available for development. Current tenants in the park include New England Container, Sunhill Foods of Vermont, Fournior Door & Window, Cargill Feeds, Mylan Technologies, and Leader Evaporator. An extension to the park has been proposed to provide more space to the major employment area of Swanton.
- **Richford Business Park:** The Richford Business Park is approximately 25 miles east of the Airport, three miles south of a Canadian border crossing. The park is approximately 23 acres, with 9.5 acres available for development. The sole tenant in the park is currently Kaytec, Inc. An additional 50 acres of land is available for industrial development in the Richford area, which is to be utilized as necessary.
- **St. Albans City Industrial Park:** The St. Albans City Industrial Park is approximately ten miles south of the Airport. The park, which contains approximately nine acres of land divided into five lots, is fully developed. Tenants include North Country Linen Service and Diversified Resources.
- **St. Albans Town Industrial Park:** The St. Albans Town Industrial Park is approximately eleven miles south of the Airport on U.S. Route 7, approximately two miles from Interstate 89. Current tenants include Barry Callebaut, Mylan Laboratories, Ben & Jerry's Ice Cream, Quality Services Technology, Superior Technical Ceramics, and Peerless Clothing.
- **Franklin Business Park East:** Franklin Business Park East is located along Interstate 89, approximately five miles south of the Airport and ten miles south of the Canadian border crossing. The park has 77 acres of land available that have been divided into seven development lots and three green space lots. Two parcels in the park have frontage with Interstate 89. One parcel in the park has been developed.
- **Franklin Business Park West:** Franklin Business Park West is eight miles south of the Airport along Interstate 89, nearly two miles north of St. Albans. The park is being developed in phases, with the first two already complete. The total park will consist of approximately 150 acres of land available for commercial development. Of sixteen lots ready for development, nine have been sold. A third phase will add an additional eleven lots.

As of August 2008, there are also a wide range of individual commercial and/or industrial sites in the area, which range from small facilities of just 2,000 - 3,000 square feet, to medium-

sized facilities around 30,000 square feet in size. Table 3 provides a representative sample of these facilities:

Table 3: Individual Commercial/Retail Site Availability	
Name / Location	Square Footage
Lake Street / Swanton	30,550
Lake & Catharine Streets / St. Albans City	18,000
Federal Street / St. Albans City	16,000
Precision Lane / Swanton	12,000
Brooklyn Street / Swanton	8,586
Canada Street / Swanton	5,000
Home Health Circle / St. Albans Town	4,100

Source: Franklin County Industrial Development Corporation

Local and State Incentives & Programs

Review of the local business climate indicated that Franklin County benefits from consideration of local and State incentives and programs available to support the growth and expansion of businesses in the area. Such incentives and programs, in concert with available developable land, create an environment where businesses have the ability to grow. A complete listing of local and State incentives can be found in Appendix B.

3. AIRPORT CHARACTERISTICS

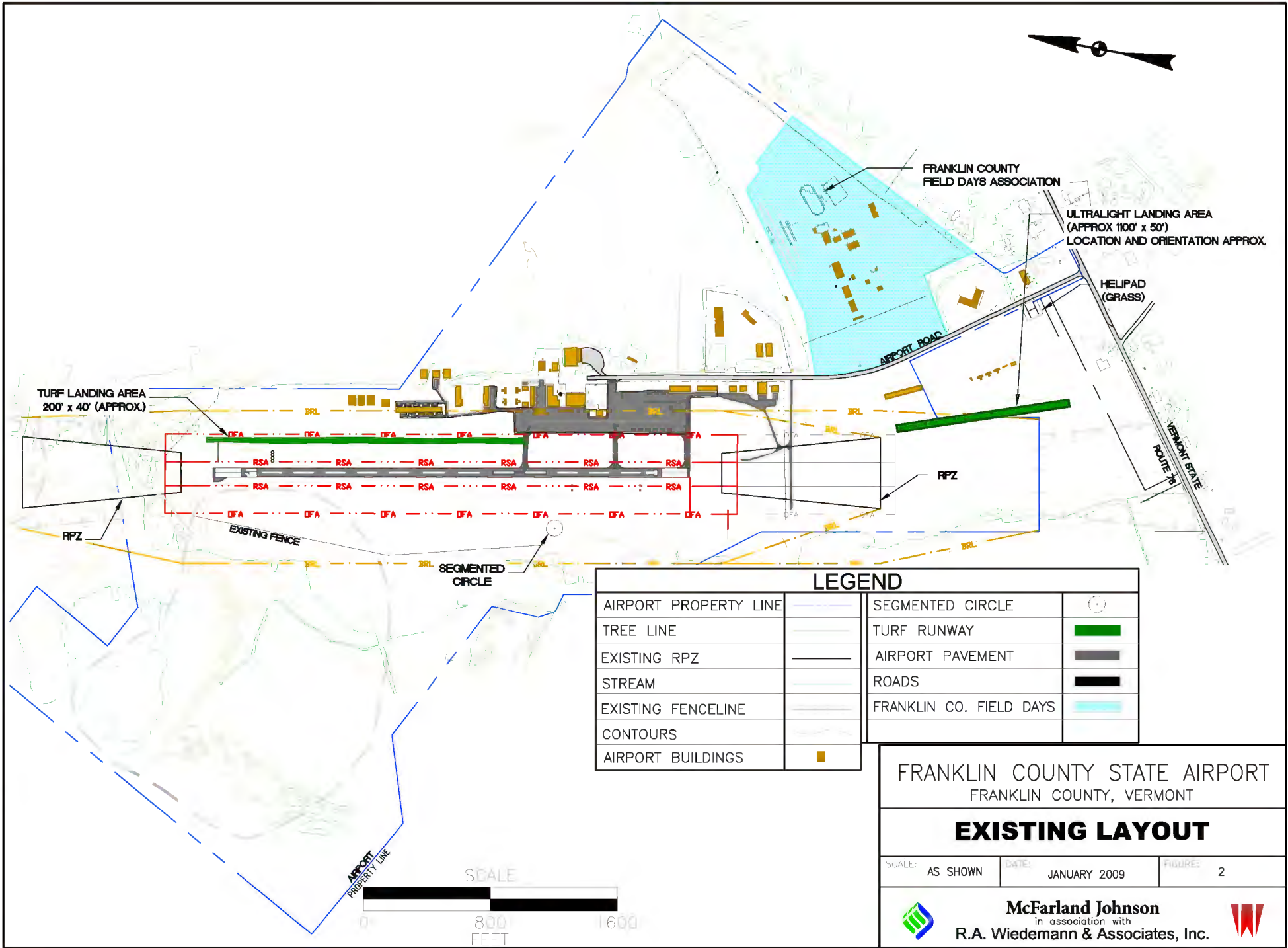
3.1 Existing Airside Facilities

Runways

The Airport has one paved runway and two grass runways. Only the paved runway is recognized by the FAA on the Airport Master Record. Paved Runway 1-19, the primary runway, extends in a north-south direction. The turf runway is parallel and to the east of the main runway and is separated by 205 feet centerline to centerline. Simultaneous operations on the turf runway and on the paved runway are not permitted. The turf runway is marked by several yellow cones indicating its presence and boundaries. The ultralight runway is located to the south of the Airport and is partially off-airport and on private property, that was identified in the 2006 ALPU as land to be acquired. This runway is used mainly by ultralight and powered chute aircraft that are housed in a hangar adjacent to the strip that is also off-airport. The ALPU has recommended significant changes to the location of these grass runways in the future to increase safety for users at the Airport. Those recommendations will be discussed in a later section. A grass helipad is located at the intersection of State Route 78 and Airport Road, off airport property, and is used exclusively by the U.S. Border Patrol and other government agencies. Table 4 summarizes the characteristics of the landing strips. The current airport layout is depicted in Figure 2.

Table 4: Runway Characteristics				
Runways				
	1	19	Turf Runway	Ultralight Runway
Airport Reference Code	B-II		Not Designated	Not Designated
Length	3,003'		2,000'	1,000'
Width	60'		75'	60'
Pavement Condition	Good		N/A	N/A
NAVAIDS	REILs, PAPI	REILs	None	
Runway End Elevation	228' MSL	228' MSL	Unavailable	Unavailable
Marking	Non-Precision		Cones	None
Lighting	Medium Intensity Runway Lights		None	None
Gross Weight Limitations	Single Wheel: 12,500 lbs.		N/A	N/A

Source: AirNav, July 2008 (<http://www.airnav.com/airport/FSO>)
FAA Airport Master Record, as of July 2008



TURF LANDING AREA
200' x 40' (APPROX.)

FRANKLIN COUNTY
FIELD DAYS ASSOCIATION

ULTRALIGHT LANDING AREA
(APPROX 1100' x 50')
LOCATION AND ORIENTATION APPROX.

HELIPAD
(GRASS)

AIRPORT ROAD

VERMONT STATE
ROUTE 78

RPZ

RPZ

EXISTING FENCE

SEGMENTED CIRCLE

AIRPORT
PROPERTY LINE

SCALE



LEGEND

AIRPORT PROPERTY LINE		SEGMENTED CIRCLE	
TREE LINE		TURF RUNWAY	
EXISTING RPZ		AIRPORT PAVEMENT	
STREAM		ROADS	
EXISTING FENCELINE		FRANKLIN CO. FIELD DAYS	
CONTOURS			
AIRPORT BUILDINGS			

FRANKLIN COUNTY STATE AIRPORT
FRANKLIN COUNTY, VERMONT

EXISTING LAYOUT

SCALE: AS SHOWN	DATE: JANUARY 2009	FIGURES: 2
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McFarland Johnson
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Airport Reference Code

An Airport Reference Code (ARC) is based on two factors. The letters define the approach category and are based on the Approach Speed, or 1.3 times the stall speed. The roman numerals, which indicate the design group, are based on the wingspan or the tail height of an aircraft, whichever is more demanding. Table 5 indicates the groupings to determine the ARC. The ARC for an airport is based on the most demanding aircraft that regularly uses the airport, with the term “regularly” defined as at least 250 takeoffs annually (500 annual operations).

Aircraft Approach Category		Approach Speed	
A		Less than 91 knots	
B		91 knots or more but less than 121 knots	
C		121 knots or more but less than 141 knots	
D		141 knots or more but less than 166 knots	
E		166 knots or more	
Airplane Design Group		Wingspan	Tail Height
I		Up to but not including 49 feet	Up to but not including 20 feet
II		49 feet up to but not including 79 feet	20 feet up to but not including 30 feet
III		79 feet up to but not including 118 feet	30 feet up to but not including 45 feet
IV		118 feet up to but not including 171 feet	45 feet up to but not including 60 feet
V		171 feet up to but not including 214 feet	60 feet up to but not including 66 feet
VI		214 feet up to but not including 262 feet	66 feet up to but not including 80 feet

Source: FAA Advisory Circular 150/5300-13 CHG 12, *Airport Design*.

The 2006 ALPU indicated that the largest aircraft to utilize the Airport is the Beechcraft Super King Air 200, a B-II aircraft with an approach speed of 98 knots and a wingspan of nearly 55’, and the Beechcraft King Air C90, a B-I aircraft with an approach speed of 99 knots and a wingspan of nearly 46’. These aircraft currently utilize the Airport on an irregular basis. Airport management indicated that the Douglas DC-3, categorized as an A-III aircraft with an approach speed of 75 knots and a wingspan of 95 feet, is the largest aircraft to currently utilize the Airport. While these larger aircraft complete operations at the Airport, with the Douglas DC-3 based on the apron at the Airport, none of these aircraft utilize the facility with enough frequency to be the design aircraft. For the purposes of the ALPU, the design aircraft, and the aircraft utilized for planning purposes, was designated as the Beechcraft King Air 200, as an increase in operations of this type of aircraft was expected as a result of a proposed runway extension.

Prior Airport Layout Plans did not recognize the turf runway adjacent to the main runway. The most recent ALP recommended relocation of the strip to the opposite side of the runway to allow for the construction of a parallel taxiway and to further separate the turf runway from the primary runway. Upon relocation of the turf runway, the runway will be designated as a

parallel turf runway and will have an ARC of A-I (Small Aircraft Exclusively) with the Cessna 170 serving as the design aircraft.

Lighting and Instrumentation

The paved runway at Franklin County State Airport is equipped with medium intensity runway lights (MIRLs). In addition, a precision approach path indicator (PAPI) was recently installed at the Airport and is available for approaches to Runway 1. Runway end indicator lights (REILs) are available for both runways. An airport beacon is located adjacent to the terminal building and a lighted windcone and segmented circle is located to the west of the runway, near Taxiways “Alpha” and “Bravo”.

Several non-precision approaches are available for Runway 1-19 at Franklin County State Airport. A localizer performance with vertical guidance (LPV) approach is available for Runway 1, with a minimum ceiling of 301’ and a required visibility of one mile for aircraft in Class A or B. A lateral navigation (LNAV) approach is available to Runway 19, with a minimum ceiling of 612’ and a minimum visibility of one mile for aircraft in Aircraft Approach Category A or B. A third approach is also available for Runway 19, a very high frequency omnidirectional range (VOR) or distance measuring equipment (DME) approach. This VOR/DME approach has a minimum ceiling of 612’ and a required visibility of one mile for Category A aircraft and 1 ¼ miles for Category B aircraft. In general, instrumentation at the facility is better than average and can accommodate business users and discretionary users well.

Taxiways

There are three stub taxiways at Franklin County State Airport. Each taxiway is 200 feet in length and 35 feet wide. All taxiways at the Airport are equipped with medium intensity taxiway lights (MITLs). The taxiways provide access to the main apron, the terminal area, and aircraft hangars. Taxiway “Alpha” is the northernmost taxiway providing access to the northern hangars. Taxiway “Bravo” is the just south of Taxiway A and provides access to the terminal, and Taxiway “Charlie” is the southernmost taxiway, located at the Runway 1 threshold, and provides access to the southernmost T-hangars. The presence of the stub Taxiway “Charlie” off the Runway 1 approach end allows for pilots landing on Runway 19 to exit the runway and taxi to the apron directly from the runway without requiring aircraft to back-taxi on the runway.

Surfaces and Safety Areas

Although this is a business plan and will concentrate on business issues pertaining to the airport, it is important to note instances where the Airport’s facilities are not in compliance with FAA standards. This is important when planning future development as federal funding is generally not available for other purposes at an Airport until “safety” issues are addressed. Therefore, any plans to use federal funds to construct or improve facilities are predicated on addressing the issues mentioned in the following section.

FAR Part 77 Imaginary Surfaces

The specification for airspace surrounding Airports has been set forth in Federal Aviation Regulation (FAR) Part 77, Objects Affecting Navigable Airspace. This airspace is defined and delineated by a set of geometric surfaces referred to as “imaginary surfaces”, which extend outward and upward from Airport runways. Those imaginary surfaces identify the maximum acceptable height of objects beneath and within their boundaries. An object may be considered an obstruction to air navigation if it penetrates an imaginary surface.

The imaginary surfaces consist of five geometric surfaces that surround an airport’s runway. These surfaces are the primary, approach, transitional, horizontal, and the conical. If a surface is penetrated, the approach or departure minimums at that airport could be impacted.

According to the ALPU, the current ultralight runway is in the approach surface to the Airport and the parallel turf runway is in the primary surface. Proposed changes to these runways will eliminate penetrations caused by aircraft completing operations on these turf strips. Currently, in order to alleviate potential obstructions to these surfaces, simultaneous operations are not permitted.

Runway Protection Zones

The Runway Protection Zone (RPZ) is a controlled area that is generally kept clear of concentrated activity and development for the protection of people and property on the ground. The FAA recommends property acquisition and/or avigation easements within the RPZ to ensure necessary control over these areas. An RPZ is a trapezoidal area that begins 200 feet from each runway end that extends and diverges based on the type of aircraft that the facility serves, and by the approach visibility minima for each runway end. The RPZ for Franklin County State Airport is based on “Small Aircraft Exclusively” standards, even though the Design Aircraft is a B-II aircraft⁵. Table 6 describes the RPZ requirements for the paved runway ends at the Airport.

Runway End	Length (feet)	Inner Width (feet)	Outer Width (feet)	RPZ Acres
1	1,000	250	450	8.035
19	1,000	250	450	8.035

Source: Airport Layout Plan Update, September 2006.

According to the ALPU, the Runway 1 RPZ is entirely on airport property while the Runway 19 RPZ is partially on airport property, with the State maintaining avigation easements over the off-airport property in the Runway 19 RPZ. Therefore, the RPZ’s are compliant with current regulations.

⁵ Airport Layout Plan Update, September 2006, Page 6.

Runway Safety Areas

The Runway Safety Area (RSA) surrounding the runway should be capable of reducing the risk to airplanes of damage and injuries to their occupants resulting from overshoots, undershoots, or excursions from the runway. The standard RSA width an airport designated as B-II, including Franklin County State Airport, should be 150 feet wide, or 75 feet on either side of the runway centerline, and 300 feet in length off each runway end. At present, the Airport complies with RSA standards for runway width and for length off the Runway 1 end, and will soon comply off the Runway 19 end, where RSA improvements are currently near completion.

There are currently no official RSAs designated for either the turf runway or the ultralight runway on the 2006 ALP for Franklin County State Airport⁶. The recommended runway width for turf runways is 120 feet, based upon historical FAA guidance regarding “landing areas”. As improvements to “landing areas” were made and runways were paved, the runway width design standard was reduced; however the original “landing area” became known as the runway safety area (RSA), thus the 120 foot RSA requirement. Upon relocation of the turf runway, the ALPU recommended that the State construct an RSA for the relocated turf runway for a runway with an ARC of A-I (Small Aircraft Exclusively). This would include a safety area with a total width of 120 feet, or 60 feet on each side of the runway centerline, and 240 feet in length beyond each runway end.

3.2 Airport Classification

The 2007 Vermont Airport System Policy Plan (VASPP) divided all public-use airports in the State of Vermont into four categories: National Service, Regional Service, Local Service, and Specialty Service. Franklin County State Airport was classified by the VASPP as a Local Service Airport. Such airports primarily cater to recreational and personal flying activities and are considered to have a significant level of importance to the community. These airports may serve some corporate/business aviation users, including jet activity, in addition to flight training, but primarily provide storage and facilities for piston-driven single and multi-engine aircraft.⁷ The VASPP provides several objectives that a Local Service Airport should meet. Those objectives, their minimum standards, and the status of the standards, are noted in Table 7.

Objective	Recommended Minimum	Minimum Standard Met	Minimum Standard Not Met
Airport Reference Code	B-I	X	
Runway Length	4,000'		X
Runway Width	75'		X
Runway Strength	12,500 lbs	X	
Taxiway Requirements	Connectors or Turnarounds, Partial Parallel Desired	X	

⁶ Airport Layout Plan Update, September 2006, Page 6.

⁷ Vermont Airport System and Policy Plan, February 2007, Chapter 3, page 3.12.

Table 7: Standards for Franklin County State as a Local Service Airport			
Objective	Recommended Minimum	Minimum Standard Met	Minimum Standard Not Met
Approach	Non-Precision 1,000'/3 miles	X	
NAVAIDs	Rotating Beacon, Lighted Wind Indicator / Segmented Circle, VGSI, Appropriate Non-Precision Approach	X	
Lighting	Medium Intensity Runway Lights	X	
Weather Reporting	AWOS or ASOS	X	
Ground Communications	Public Phone, Ground Communication Outlets or Remote Communication Outlets as needed	X	
Hangar Space	47,700 sq. ft.		X
Apron Space	7,600 sq. ft.	X	
Terminal/Administration Building Space	1,500 sq. ft.	X	
Fence Coverage	Operations Area at Minimum		X
Automobile Parking	66 spaces		X
Fuel Service	Self-Serve AvGas, Jet-A as needed	X	
FBO Requirements	Limited Service	X	
Aircraft Maintenance	Limited Service	X	
Ground Transportation	Loaner Car Available, Rental Car Desirable	X	

Source: 2007 Vermont Airport System & Policy Plan, Appendix D.

When compared to other Local Service Airports owned by the State of Vermont, Franklin County State Airport is well equipped and closely meets the definition of a Local Service Airport as stated in the VASPP. While the Airport lacks in the runway length and width categories, an extension has been shown on the approved Airport Layout Plan that would allow the runway to meet both standards. With Jet-A fuel currently available, as well as a full-service FBO, Franklin County State Airport is one of the top Local Service Airports in Vermont.

The Airport is also included in the *National Plan of Integrated Airport Systems (NPIAS)*. The NPIAS is a national airport system plan for the development of public use airports in the United States prepared by the FAA. This plan identifies needed improvements in the national airport system for airports that are eligible for federal funding provided through the Airport Improvement Program (AIP). Expenditure of AIP funds is scheduled through the five-year Airport Capital Improvement Program (ACIP). The Airport's role in the NPIAS is that of a general aviation airport.

3.3 Existing Aviation Activity

Like many other general aviation airports, Franklin County State Airport caters nearly exclusively to recreational and discretionary fliers from across the region. Growth at the Airport has continued over the past several years, despite a national decline in recreational flying. There is some business aviation at the Airport; however, airport management indicated that it is fairly minimal. In addition, a large number of operations at the Airport are completed by users of the nearby ultralight runway. The Airport Master Record, last updated in January 2009, indicated 94 aircraft are based at the Airport, including 85 single engine aircraft, and that there were 10,300 annual operations, including 4,300 itinerant operations. Specific figures can be found in Table 8.

Table 8: Airport Master Record (2007)	
Based Aircraft	
Ultralight	5
Single Engine	85
Multi-Engine	3
Jet	0
Helicopter	1
TOTAL	94
Operations	
General Aviation	8,700
Commercial Operations	0
Air Taxi	100
Military Operations	1,500
TOTAL	10,300

Source: FAA Form 5010, GCR, Operations as of December 2007, Based Aircraft as of January 2009.

These figures vary, however, from two published reports, the 2007 VASPP and the 2006 Airport Layout Plan Update (ALPU). According to the VASPP, there were 53 aircraft based at the Airport. This figure includes 46 single engine aircraft. The ALPU indicated 55 based aircraft at the Airport, including six ultralights, 47 single-engine aircraft, one multi-engine aircraft, and one helicopter. The significant changes are likely a result of a number of factors, including the actions of the FBO, the relative costs of basing Canadian-owned aircraft in the US, and the increased security requirements at Burlington International Airport, driving some aircraft owners to base their equipment at a smaller facility. According to the FAA's Terminal Area Forecast (TAF), based aircraft at the Airport are projected to remain steady through 2025. Table 9 details the forecasts for based aircraft from the ALPU, the VASPP, and the TAF.

Table 9: Based Aircrafts Forecasts				
ALPU				
	Existing (2006)	Short-Term	Intermediate	Long-Term
Ultralight	6	8	9	12
Sport Aircraft	0	6	13	22
Single-Engine	47	41	36	25
Multi-Engine	1	1	1	1
Turboprop	0	3	6	8
Jet	0	2	3	4
Helicopter	1	2	3	4
TOTAL	55	63	73	84
VASPP				
	Existing (2007)	Short-Term	Intermediate	Long-Term
Ultralight / Light Sport / Other	5	6	9	10
Single-Engine	46	47	47	49
Multi-Engine	1	1	1	2
Jet	0	0	0	0
Helicopter	1	1	1	1
TOTAL	53	55	58	62
TAF				
	Existing (2007)	Short-Term	Intermediate	Long-Term
TOTAL	59	59	59	59

Sources: Airport Layout Plan Update, September 2006.
Vermont Airport System & Policy Plan, February 2007.
FAA Terminal Area Forecast, December 2008.

Airport management indicated that they were content with the current types of aircraft based at the Airport. They consider the current aircraft mix at the Airport to be ideal for maintaining a friendly environment where recreational fliers feel welcome. The current Airport atmosphere has helped to attract based and transient aircraft operators that previously utilized commercial service airports in nearby Burlington and Plattsburgh.

According to the VASPP and the December 2008 TAF, the Airport had 21,400 operations, while the ALPU indicated that there were 5,800 operations in 2006, which testifies to the significant growth of the Airport which may be a result of the factors previously identified. Forecasts of operations from the ALPU, the VASPP, and the TAF can be found in Table 10.

Table 10: Operations Forecasts				
ALPU				
	Existing (2006)	Short-Term	Intermediate	Long-Term
Ultralight	261	367	828	1,253
Light Sport Aircraft	0	601	1,956	2,761
Single-Engine	5,232	5,102	3,988	3,352
Multi-Engine	87	100	92	88
Turboprop	87	167	383	706
Jet	15	134	192	309
Helicopter	116	200	330	352
TOTAL	5,800	6,670	7,671	8,821
VASPP				
	Existing (2007)	Short-Term (2010)	Intermediate (2015)	Long-Term (2020)
General Aviation	19,900	20,700	21,800	23,300
Commercial Operations	0	0	0	0
Military Operations	1,500	1,500	1,500	1,500
TOTAL	21,400	22,200	23,300	24,800
TAF				
	Existing (2007)	Short-Term (2010)	Intermediate (2015)	Long-Term (2020)
General Aviation	19,900	19,900	19,900	19,900
Commercial Operations	0	0	0	0
Military Operations	1,500	1,500	1,500	1,500
TOTAL	21,400	21,400	21,400	21,400

Source: Airport Layout Plan Update, September 2006.
Vermont Airport System & Policy Plan, February 2007.
FAA Terminal Area Forecast, December 2008.

The variations between the VASPP, the ALPU, the TAF, and the Airport Master Record are significant. The ALPU, completed only three months prior to the submittal of the Airport Master Record, shows significantly different figures for both operations and based aircraft. The VASPP, while also indicating a lower number of based aircraft, shows an increase in existing operations that is double what was actually experienced according to the Airport Master Record and reports from the FBO. However, figures from the VASPP and TAF are in line with guidance provided in FAA Order 5090.3C, *Field Formulation of the National Plan of Integrated Airport Systems (NPIAS)*. The order indicates that 250 operations per based aircraft may be used to estimate operations at a rural general aviation airport. According to a report completed by the Airport Cooperative Research Program, this figure is also utilized by other states when determining annual operations. The report indicated that Louisiana utilized a higher rate, calculating 750 annual operations per based aircraft⁸, but it is believed that this figure is too high

⁸ “Counting Airport Operations at Non-Towered Airports.” Airport Cooperative Research Program, 2007.

for Franklin County State Airport. Therefore, with 94 based aircraft reported in the Airport Master Record, the most recent official report, 23,500 annual operations are expected at Franklin County State Airport utilizing the FAA general guidance. According to the Airport manager, approximately 10,000 operations occur annually at the Airport, as reported in the Airport Master Record. The ALPU also shows a projected decrease in based single engine aircraft at the Airport, while the VASPP shows a small increase, and the actual situation at the Airport is that there has been a significant increase in based single engine aircraft within the past two years. The Airport manager indicated that the rise in based aircraft, while thwarting a national trend, is expected to continue as the Canadian dollar continues to be strong versus the American dollar and the nearby commercial airports become less appealing to general aviation users.

The vast differences between the above figures are likely indicative of the constantly changing environment both at the Airport and in the aviation industry in general. As noted by the Airport manager, the number of based aircraft at the Airport has increased significantly over the past several years. An acoustical counter installed at the Airport by VTrans counted 7,000 operations in 2008. However, the acoustical counter would not have collected operations on the turf runway or the ultralight runway. The operations count provided by the VTrans acoustical counter and the Airport manager both appear to be low. However, more detailed information is not available. Operations on the ultralight runway are also out of the line of sight for the Airport manager, therefore, it is expected that an additional number of operations occur than both the acoustical counter and the Airport manager report.

3.4 Existing Landside and Aviation Support Facilities

Landside and Aviation Support facilities accommodate the many activities and services involved in storing and maintaining aircraft and in processing aircraft before and after use of the airside facilities. There are a variety of on-airport uses at Franklin County State Airport that include aircraft hangars, an apron, an FBO office/terminal/maintenance hangar, a secondary FBO, aviation fuel facilities, Experimental Aircraft Association (EAA) building, and automobile parking lots. Well-maintained and affordable landside facilities are important to an airport's efficient operation and success.

Terminal

The FBO is housed in a large conventional hangar adjacent to the southern end of the main apron. The FBO office, which also serves as the terminal and as a maintenance hangar, comprises 10,000 square feet. The terminal building includes a number of functional areas including an office, workspace for FBO employees, including a receptionist at the main entrance, as well as a pilot lounge area with vending machines, and a computer to access the WSI weather



information service provided free of charge as a customer amenity by VTrans. WiFi internet access is also available. The FBO indicated that it locks private areas of the terminal, including offices and the receptionist's area, when the Airport is not staffed; however, public areas of the terminal, including the pilots lounge and the restrooms, are accessible 24 hours/day, 7 days/week. The terminal is owned by the State and leased to the FBO.

Automobile Access and Parking

Road access to Franklin County State Airport is achieved utilizing Airport Road. From downtown Swanton, vehicles travel east on State Route 78 to Airport Road. From St. Albans and Burlington, airport users can travel north on Interstate 89 to Exit 21 (Swanton) and then east on State Route 78 to Airport Road.

The Airport currently has two parking lots. The main parking lot is located adjacent to the FBO hangar and provides 15 automobile parking spaces. This lot is in fair condition. A walkway from the lot leads visitors to the FBO office and onto the airfield. A second lot was recently constructed, across Airport Road from the current parking lot. This lot, which is approximately 8,000 square feet in size, is intended for long-term parking and has space for 28 vehicles. In addition to the two parking lots, each hangar has several landside parking spaces associated with it, as do several on-airport businesses.

Apron

Franklin County State Airport has one large apron that handles all tie-down parking at the Airport. Prior to a 2004 expansion to 17,778 square yards, the Airport had only 5,111 square yards of apron space. The main apron currently has the capacity to tie-down approximately 50 aircraft, depending on aircraft size. Additionally, five hangars also have adjacent tie-down space, bringing the total number of tie-down spaces to 55. The tie-down spaces are owned by the State and operated under a lease by Border Air.

Hangars

The number of hangars at the Airport has frequently changed over the past few years. As of January 2009, there are 31 hangars at the Airport, as well as five additional hangar structures off-airport, but adjacent to the Airport's property. The ALPU indicates that there were 20 hangars as of July 2004. Therefore, with completion of the hangar currently under construction, there will be greater than a 50% increase in the number of hangars between 2004 and 2008. According to the ALPU, the 20 hangars at the Airport had a combined capacity to



store 44 aircraft. There is space in some hangars for additional aircraft. There is currently one ten-unit T-hangar, four three-unit T-hangars, and a variety of single-unit hangars including four T-hangars and five conventional hangars. There are also two hangars that are not utilized for aircraft storage. Those hangars are the FBO hangar and a hangar occupied by a paint shop and secondary FBO. With the exception of the FBO hangar and the storage building, all hangars at the Airport have been constructed privately on land leased to the hangar owner by the State. The State does not own any hangars at the Airport that are currently utilized for aircraft storage.

Fuel Farm

The underground fuel tanks are located at a fuel apron adjacent to the terminal building and accessible through the main apron. The fuel tanks store 100 Low Lead AvGas (100LL) and Jet-A fuel. Both fuel types are available self-serve, 24 hours a day. Airport management indicated that fuel prices are kept lower at Franklin County State Airport than other nearby airports in an effort to attract more transient traffic, as well as to retain current based aircraft. The recently installed Jet-A fuel tank was recommended in the 2006 ALPU. However, use of the fuel has been minimal, according to the FBO, due to the runway length which is inadequate for most jet aircraft operations. The FBO indicated that full service fueling is offered free of charge to any type of aircraft when an FBO representative is on-site, citing their desire to build customer service and relationships. The Vermont Agency of Transportation constructed and owns the fuel system, but the facility is operated under a lease to the FBO.

Security

A variety of security methods are currently in place at Franklin County State Airport. Much of the airport boundary with Airport Road, starting at the VTrans Maintenance Garage to the south and ending just before the FBO, is secured by a 6-foot chain-link fence. The chain link fence also continues from its southern terminus to the east where it protects the Runway 1 end. Fencing can be found on the western side of the Airport between the Segmented Circle and the Runway 19 end, and on the eastern side between the Runway 19 end and the Airport boundary. A fence has also been constructed across Airport Road, with a three-foot gate, to prevent traffic from entering areas on the opposite side of Airport Road where hangars have been developed. The lack of a complete fence has allowed All-Terrain Vehicles to enter airport property, as well as wildlife including deer. Future security plans for the Airport include the installation of a complete perimeter fence at the Airport.

In addition to the fencing, a trailer-home on State-owned property leased by the FBO is maintained. In exchange for the right to live in that property, the resident is required to maintain a watchful eye over the Airport after business hours and acts as an auxiliary FBO. This 24-hour presence can both assist pilots with any emergencies that may occur during off-hours and deters vandalism and trespassing at the Airport.

Airfield Maintenance

Maintenance of the facilities at Franklin County State Airport is accomplished by the Vermont Agency of Transportation District 8. VTrans District 8 currently has its headquarters in

St. Albans and has a maintenance garage on Airport property. Employees from the on-site VTrans facility are responsible for the removal of snow and ice during wintry conditions and some light maintenance as well as grounds maintenance. With the presence of State employees on airport property, the FBO indicated that maintenance occurs quickly during wintry conditions minimizing airport closures.

Aircraft Rescue & Firefighting

As a small airfield without scheduled commercial traffic, Franklin County State Airport does not have Aircraft Rescue & Firefighting (ARFF) services on site. The Airport is served by the Town of Swanton Fire Department, which responds in the event of an emergency. The fire department is an all-volunteer fire department with a station approximately 1.5 miles from the Airport. Ambulance service is provided by Missisquoi Valley Rescue, a not-for-profit corporation. Missisquoi Valley Rescue has a station approximately 2 miles from the Airport.

3.5 Market Competitive Analysis

Airport Service Area

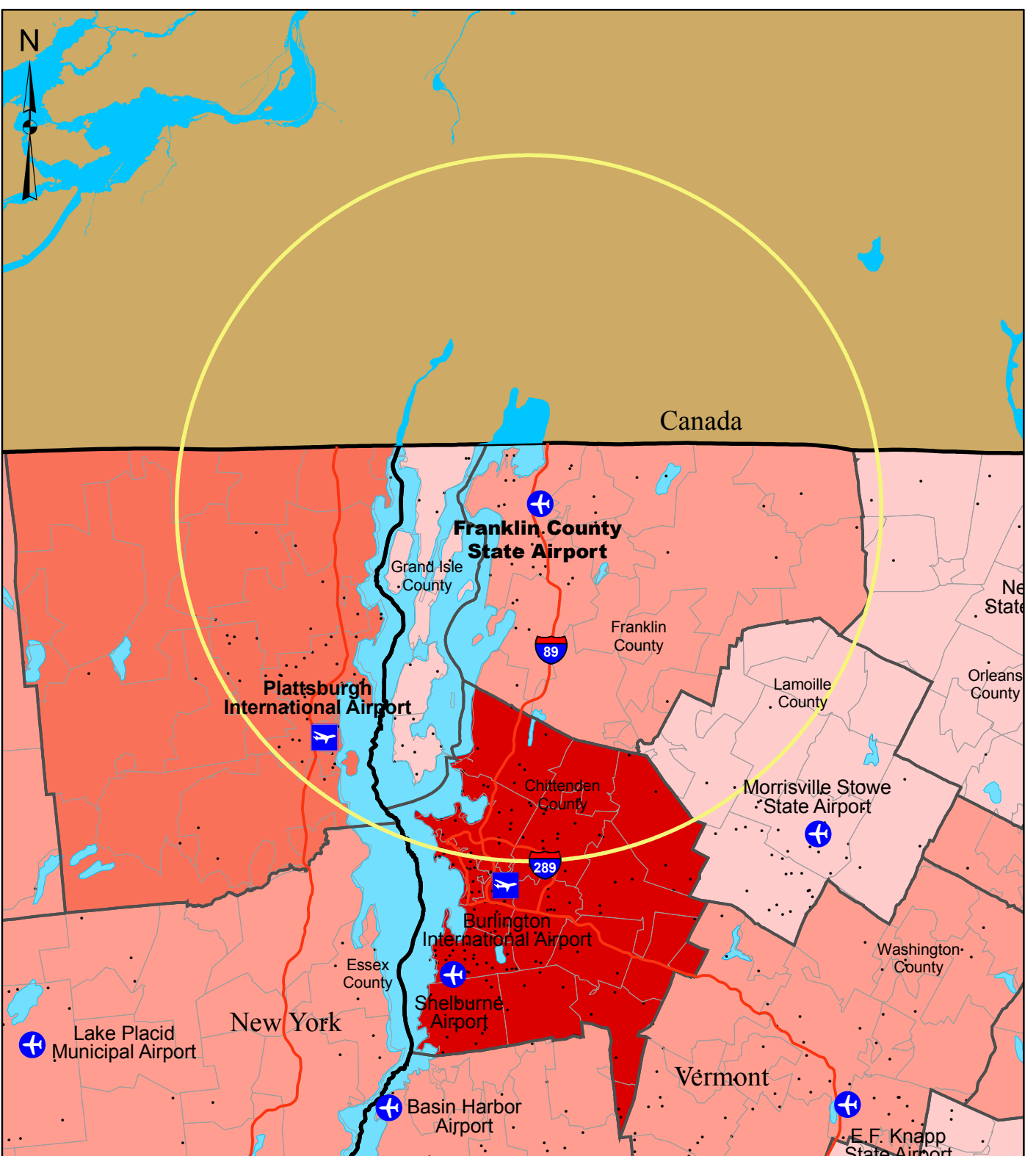
A 30-mile circle is assumed to enclose the Airport's Service Area (ASA). Figure 3 illustrates the airport service area and other nearby public-use airports. Table 11, on page 27, provides details about the public-use airports in the Franklin County ASA, as well as several comparable airports in the Northeast. In addition to the facilities mentioned in this section, there are a number of private airports that are not open to the public within the ASA as well as a public seaplane base. These are not considered in this analysis because their impact on Franklin County State Airport is minimal.

Facilities

Table 12, on page 29, provides a comparison of facilities at Plattsburgh International Airport, the only other public-use airport within the Franklin County State Airport ASA as well as at other regional airports utilized for comparison. Both of the airports in the ASA have paved asphalt runways. Plattsburgh International, a former U.S. Air Force Base, has the longest runway with 11,758'. Other airports in the northeast considered in this study have runways that range in length from 2,500' (Middlebury State) to 6,005' (Concord).

Aviation Services

Table 13, on page 30, presents the availability of various aviation services at each of the airports. Orange, Newport, Morrisville-Stowe, Biddeford, and Concord provide a wide range of services. Concord, Middlebury State and Plattsburgh provide avionics service, however Plattsburgh offers no additional services. Franklin County provides major airframe and power repairs, as well as flight instruction and charter services. Minimal to no services are available at the remaining airports.



Population by County

- 0 - 30000
- 30001 - 60000
- 60001 - 90000
- 90001 - 120000
- 120001 +
- No Data Available

- Commercial Service
- General Aviation
- Service Area
- Zip Code Boundaries
- Registered Aircraft



FRANKLIN COUNTY STATE AIRPORT
FRANKLIN COUNTY, VERMONT

SERVICE AREA

SCALE: AS SHOWN	DATE: NOVEMBER 2008	FIGURE: 3
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Table 11: Airport Service Area & Other Comparable Airports

Airport	City & State	Distance from Franklin County (nautical miles)	Primary Runway Length	NPIAS Designation	Ownership
Airport Service Area					
Franklin County State	Highgate, VT	N/A	3,003'	General Aviation	Public (State)
Plattsburgh International	Plattsburgh, NY	27 miles	11,758'	Commercial Service – Non Primary	Public (County)
Other Comparable Airports					
Newport State	Newport, VT	37 miles	4,000'	General Aviation	Public (State)
Morrisville-Stowe State	Morrisville, VT	50 miles	3,701'	General Aviation	Public (State)
Middlebury State	Middlebury, VT	57 miles	2,500'	General Aviation	Public (State)
Concord Municipal	Concord, NH	125 miles	6,005'	General Aviation	Public (Municipal)
Biddeford	Biddeford, ME	144 miles	3,000'	General Aviation	Public (Municipal)
Orange Municipal	Orange, MA	147 miles	5,000'	General Aviation	Public (Municipal)

Source: McFarland Johnson, Inc, 2008
AirNav.com

Hangars and Tie-downs

Table 14, on page 31, presents different aircraft storage space options available at airports in the ASA and at other comparable airports and their costs, as well as landing fees and fuel costs. At present, there is no State or FBO owned aircraft storage space available at the Franklin County State Airport. All hangar space at the airport is privately owned, having been constructed on land leased from the State. In the ASA, no airports provide conventional hangar parking space. Plattsburgh International offers T-hangar space at a cost of \$325 per month. Middlebury, Concord, and Biddeford offer conventional hangar spaces, with prices ranging from \$150 per month at Newport to \$375 per month at Concord. T-hangars are available at Middlebury, starting at \$250 per month.

Fuel

Table 14 also presents information regarding fuel prices for airports in the ASA and other regional airports. A December 4, 2008 survey of AirNav.com revealed that 100LL fuel at Franklin County was priced at \$4.25 per gallon. Typically, the FBO attempts to price their fuel slightly below that of other regional airports. However, the price of 100LL at Plattsburgh was 72 cents lower than Franklin County at \$3.53 per gallon. This price was indicated by AirNav.com as

one of the 204 “Great Deal’s” nationwide. With the exception of Plattsburgh, compared to the other similar airports in the northeast, Franklin County provided a lower fuel price, with Middlebury ranking highest at \$5.70 per gallon and Concord and Orange the closest to Franklin County at \$4.49 per gallon. Compared to the average cost of 100LL in Vermont of \$5.16, and the national average of \$4.68, prices at Franklin County are very competitive.

In terms of Jet-A fuel, the December 4, 2008 survey of AirNav.com indicated that the price of Jet-A fuel at Franklin County and Plattsburgh was the same at \$4.75 per gallon. Four other airports surveyed offered Jet-A fuel, with Concord the lowest at \$4.49 per gallon and Morrisville-Stowe the highest of the airports surveyed at \$5.69 per gallon. The average price per gallon for Jet-A fuel in Vermont was listed at \$5.06, while the national average was \$4.69. While slightly above the national average, the price of Jet-A fuel at Franklin County is competitive when compared to the average cost of Jet-A fuel in Vermont and in neighboring New York (\$5.24 per gallon). Given the short runway length at Franklin County State Airport, the competitiveness of its Jet-A fuel prices is of much less importance than its pricing of 100LL fuel.

It should be noted that fuel prices are highly volatile. As such, the prices cited in this analysis are provided as a point of reference for fuel costs on a certain day and should be considered a snapshot of a situation and not an indication of any airport’s pricing strategy.

Table 12: Facility Comparisons

Airport	Owned	Acres	ARC	Number Of Based Aircraft						Runway		NAVAIDs		Control Tower
				Jet	Multi	Single	Heli	Ultra-light / Gliders	Military	Total	First L x W	Second L x W	Best Approach	
Franklin County State, VT	Public (State)	348	B-II	0	3	85	1	5	0	94	3,003' x 60' (Asphalt)	N/A	Non-Precision (LPV)	N
Plattsburgh International, NY	Public (County)	3,874	D-V	5	0	0	0	0	0	5	11,758' x 200' (Asphalt)	N/A	Precision (ILS)	N
TOTAL (ASA)				5	3	85	1	5	0	99				
Newport State, VT	Public (State)	540	B-I	0	0	20	0	0	0	20	4,000' x 100' (Asphalt)	4,000' x 100' (Asphalt)	Non-Precision (GPS)	N
Morrisville-Stowe State, VT	Public (State)	112	B-II	1	3	25	0	8	0	37	3,701' x 75' (Asphalt)	N/A	Non-Precision (GPS)	N
Middlebury State, VT	Public (State)	156	B-I	2	5	37	2	1	0	47	2,500' x 50' (Asphalt)	N/A	Visual	N
Concord Municipal, NH	Public (Municipal)	697	C-II	0	11	84	3	3	10	111	6,005' x 100' (Asphalt)	3,200' x 50' (Asphalt)	Precision (ILS)	N
Biddeford, ME	Public (Municipal)	126	A-I	0	2	46	0	0	0	48	3,000' x 75' (Asphalt)	N/A	Non-Precision (GPS)	N
Orange Municipal, MA	Public (Municipal)	480	Unavailable	0	3	44	0	7	0	54	5,000' x 75' (Asphalt)	4,801' x 75' (Asphalt)	Non-Precision (VOR)	N

Sources:
 Airport Master Records as published March 2009 (<http://www.gerl.com/5010web/>)
 Vermont Airport System and Policy Plan, Appendix D, Page D.2.
 New Hampshire State Airport System Plan Update (<http://www.nh.gov/dot/bureaus/aeronautics/sasp/documents/TR2Inventory.pdf>)
 Maine Aviation Systems Plan Update (<http://mainegov-images.informe.org/mdot/aviation/pdf/maspu.pdf>)

Table 13: Service Comparison

Airport	Frame Repairs	Power Repairs	Flight Instruction	Charter Service	Avionics	Aircraft Sales	Aircraft Rentals	Other
Franklin County State, VT	Major	Major	Y	Y	Y	N	N	Skydiving available
Plattsburgh International, NY	N	N	N	N	Y	N	N	Scheduled passenger service available via Allegiant Air, Cape Air, and Direct Air
Newport State, VT	Major	Major	Y	N	N	N	Y	
Morrisville-Stowe State, VT	Major	Major	Y	N	N	Y	Y	Glider rides available
Middlebury State, VT	Major	Major	Y	N	Y	N	N	
Concord Municipal, NH	Major	Major	Y	N	Y	Y	Y	
Biddeford, ME	Major	Major	Y	Y	N	Y	Y	
Orange Municipal, MA	Minor	Minor	Y	Y	N	Y	Y	Skydiving available

Source: Airport IQ 5010 Airport Master Records as Published June 2008 (<http://www.gcr1.com/5010web/>) N=No, Y=Yes

Table 14: Rates and Charges Comparison

Airport	Tie-Down		Conventional Hangars		T-Hangars		Lowest Fuel Price (\$/gallon)		GA Landing Fee
	\$/	Available	\$/	Available	\$/	Available	100ll	Jet A	
Franklin County State, VT	\$35 / month	Y	N/A	N/A	N/A	N/A	\$4.25 (s/s)	\$4.75 (s/s)	N/C
Plattsburgh International, NY	\$150 / month	Y	N/A	N/A	\$325 / month	Y	\$3.53 (s/s) \$4.02 (f/s)	\$4.75 (f/s)	\$1.25 / 1,000 lbs
Newport State, VT	\$35 / month	Y	\$150 / month	N	N/A	N/A	\$4.50 (s/s)	\$4.75 (s/s)	N/C
Morrisville-Stowe State, VT	\$30 / month	Y	Single \$300/month Twin \$400/month Turboprop \$700/month	N	N/A	N/A	\$5.44 (f/s)	\$5.69 (f/s)	N/C
Middlebury State, VT	\$45-\$65 / month	Y	\$250 - \$275 (Condo) / month	N	\$250 - \$275 / month	N	\$5.70 (s/s)	N/A	N/C
Concord Municipal, NH	\$45 / month	Y	\$375 - \$2,000 / month	Y	N/A	N/A	\$4.49 (s/s) \$5.49 (s/s)	\$4.49 (f/s)	Single N/C Twin/Jet \$12 - \$300
Biddeford, ME	Single: \$35 / month Twin: \$45 / month	Y	Single: \$175 / month Twin: \$300 / month	N	N/A	N/A	\$4.69 (s/s)	N/A	N/C
Orange Municipal, MA	\$40 / month	Y	N/A	N/A	N/A	N/A	\$4.49 (f/s)	\$5.40 (f/s)	N/C

Source: McFarland-Johnson, Inc. Telephone Survey, August-September 2008, Fuel Prices Current as of December 4, 2008 (AirNav.com)
Legend: N/C = No Charge, N/A = Not Available, N = No, Y = Yes, s/s = Self-Service, f/s = Full Service

4. DEVELOPMENT CONSIDERATIONS

4.1 Current Financial Performance

Projecting the future financial performance of Vermont's airports is hampered by a number of factors. First and foremost, the State does not specifically account for performance at each airport, but rather compiles data for "airports" in general. Disaggregating these figures does not necessarily result in an accurate evaluation of financial performance of each individual facility. Secondly, financial records for both income and expenses are limited, thus providing a small historical base from which to extrapolate future financial performance. Third, some of the most significant expenses faced by Vermont's airports, those for district labor and maintenance, are allocated expenses, not actual expenses. While it is not suggested that these allocations are purposefully inaccurate, by not tying direct and exact expenses to performance, it lessens the accuracy of performance evaluation. These factors must be considered both in evaluating past performance and projecting future financial achievement.

It should be noted that this section of the business plan does not include an analysis of capital expenses. While in many cases, the federal government covers 95% of capital expenses, because Vermont owns and operates its airports, it is responsible for both the 2.5% State share and the 2.5% local share of capital development projects. Therefore, when considering operating revenues and deficits, it should also be considered that, for any airport development projects that are undertaken, the State will also be responsible for paying for a 5% share of the total cost of the project. If the airport is incurring an operating loss, these development funds must come from somewhere other than airport-generated revenue. While current stimulus funding offers 100% payment of capital expenditures, stimulus funding is not a long-term program and the State should not count on 100% funding being available for an extended period of time.

4.1.1 Baseline Forecast of Revenues

Information concerning historical revenues was collected from VTrans for Fiscal Years 2005 through 2007. This data gave an indication of the development of the revenue base. It should be noted that the data available was limited and that, given the condition of the U.S. and Vermont economies, these numbers are subject to significant rapid fluctuations. Additionally, it is standard to tie revenue projections into forecast growth of general aviation operations and to link the forecast of based aircraft to the need for aircraft storage. Usually, the forecasts provided in the ALPU or the VASPP would be utilized. However, as discussed in Section 3.2 of this Business Plan, the forecasts provided in these documents vary significantly from current operations and based aircraft at the Airport. Another type of forecast often used for financial modeling is the FAA's TAF. However, for Franklin County (and most small general aviation airports), these forecasts are static, showing no growth or decline. Thus, their effects are neutral on revenue growth. With the country officially in a recession, the impact on costs and prices can be extreme. Forecasts presented herein should be reviewed on a regular basis to take into account the changed economic conditions.

The baseline forecast of revenues presented in this business plan for Franklin County State Airport is based on historical background provided by VTrans. Table 15 shows the baseline forecast of airport operating revenues, which is a conservative view of Franklin County State Airport's financial future if no recommended changes are undertaken. Lease fees were projected to increase at the Consumer Price Index (CPI) of 4% over the study period (2009-2013) to account for gains experienced during renewal periods for current leases. The recent volatility in fuel prices and its impact on airport use and fuel sales will also have an impact on fuel tax revenues. Fluctuating prices and an extended economic recession are expected to dampen sales of aircraft fuel, and since fuel taxes are collected on a per-gallon basis, revenues are expected to suffer. Based on the projected cost of fuel provided by the Energy Information Administration as of December of 2008, the revenue from sales tax collection on Jet-A fuel is expected to peak in 2008 and decline significantly for 2009. Income collected from sales and excise taxes at the Airport will rise slightly again in 2010 and revenues will remain similar if not slightly higher than those collected in 2007. Due to the minimal use of 100LL fuel nationwide, projections were not available for the increase in price for 100LL fuel. Several other fuel types, including ethanol, jet fuel, and motor fuel was considered to forecast an annual percent increase for 100LL fuel. Motor fuel had the median increase, and therefore was utilized as a substitute for 100LL.

	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Lease Fees	\$53,000	\$53,000	\$53,000	\$55,120	\$57,325	\$59,618	\$62,003	\$64,483	\$67,062
Fuel Taxes – 100LL	\$5,200	\$5,700	\$5,200	\$5,491	\$4,787	\$5,069	\$5,350	\$5,350	\$5,491
Fuel Taxes – Jet-A	\$0	\$0	\$0	\$105	\$70	\$72	\$80	\$87	\$87
Total Operating Revenues	\$58,200	\$58,700	\$58,200	\$60,716	\$62,182	\$64,758	\$67,432	\$69,920	\$72,640

* - Estimate

4.1.2 Baseline Forecast of Expenses

As with revenue, three years worth of historical operating expenses are also available for Franklin County State Airport. The airport sponsor has indicated that expenses for airport management, the WSI Weather Brief, Insurance, and AWOS Inspection & Maintenance have remained stable. According to VTrans, costs for labor and materials in Fiscal Year 2008 were significantly lower than normal as a result of less maintenance work performed at the Airport by VTrans staff; therefore an average of the three years of historical data was utilized as a base for FY2009 spending. Labor costs were increased at two percent, which is one-half of the rate of forecast inflation. The cost for materials was increased at the rate of forecast inflation, four percent. Table 16 presents the results.

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Airport Management Fee	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
District 8 Staff	\$39,422	\$35,702	\$22,396	\$33,157	\$33,820	\$34,496	\$35,186	\$35,890
District 8 Materials	\$28,522	\$41,801	\$36,417	\$37,003	\$38,483	\$40,023	\$41,624	\$43,289
WSI Weather Brief	\$1,680	\$1,680	\$1,680	\$1,680	\$1,680	\$1,680	\$1,680	\$1,680
Insurance (\$100,000/ Occurrence Deductible)	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
AWOS Inspection & Maintenance	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Operating Expenses	\$85,024	\$94,583	\$75,893	\$87,240	\$89,383	\$91,599	\$93,890	\$96,258

4.1.3 Baseline Net Operating Income/Deficit

When the baseline operational costs are compared with the baseline forecasts of operational revenues, the net operating costs for the Airport can be predicted as follows in Table 17:

Fiscal Year	Operating Expense	Operating Revenues	Net Operating Income/(Deficit)
2008	\$75,893	\$60,716	(\$15,177)
2009	\$87,240	\$62,182	(\$25,058)
2010	\$89,383	\$64,758	(\$24,625)
2011	\$91,599	\$67,432	(\$24,166)
2012	\$93,890	\$69,920	(\$23,970)
2013	\$96,258	\$72,640	(\$23,619)

As shown, the net operating deficit is anticipated to increase from \$15,177 in 2008 to \$25,058 by the year 2009, but will decrease to \$23,619 by 2013 as a result of increasing fuel prices, and therefore an increase in fuel tax collection, projected by the Energy Information Administration as well as increased revenue associated with currently constructed hangars. Hence, the results of the baseline forecast indicate that if no additional revenue generating measures are taken, the State will have to continue to cover this shortfall in operating revenues plus any local share of capital development projects.

4.2 Development Constraints

There are several potential societal, physical and facility constraints that impact the future development of Franklin County State Airport. These constraints include the following:

- National Economy
- Runway Length
- Taxiway Availability
- Location
- Zoning

National Economy

The recent downturn of the national economy has had impacts on a variety of industries and their employees. While the cost of crude oil has dropped significantly since its summer 2008 peak of nearly \$150 per barrel, potentially allowing current aircraft owners to utilize their aircraft at lower costs, the lack of credit availability, teamed with a growing number of layoffs nationwide, has lessened sales of business and recreational aircraft⁹. The decrease in availability of funds for discretionary spending for American workers due to the economic downturn will decrease available capital for the purchase and maintenance of recreational aircraft as well as for the purchase of fuel to utilize currently-owned aircraft.

Other potential impacts of the changing economy include position cutbacks at companies with locations in northwestern Vermont. Layoffs could have a spin-off effect that will impact a variety of industries ranging from natural resource companies to neighborhood convenience stores. A loss of jobs and businesses in the Franklin County area will significantly impact efforts to attract an increase in business aviation to the Franklin County State Airport. Furthermore, a decline in the economy of the region will also impact the number of based recreational aircraft at the Airport. Revenues received from events held on the grounds of the Franklin County Field Days could also decrease as fewer events may be held with smaller crowds. A general downturn in the national economy may also lead to less tourism and less spending by those who do travel.

The downturn in the economy could also impact the availability for funding improvements at the Franklin County State Airport. Over \$6 million in improvements were recommended in the 2006 Airport Layout Plan Update, including nearly \$3 million for an extension to the paved runway and construction of a parallel taxiway and an additional \$338,000 for the relocation and construction of a proposed turf runway and a light sport/ultralight runway. Funding for Airport improvement projects from the FAA could be more difficult to obtain as the effects of the economic downturn are evaluated. These necessary improvements to the Franklin County State Airport could potentially be delayed or canceled as a result of the changing economy. On the other hand, economic stimulus funding could improve the chances for the development of this needed infrastructure, depending on the final allocations of stimulus money in 2009 and beyond.

Runway Length

The runway at Franklin County State Airport is 3,003' in length and 60' in width. The runway is not long enough for most business jets, many twin engine aircraft, and some Very

⁹ Heck, Josh. "Hawker to Eliminate 2,300 Positions." Wichita Business Journal. February 3, 2009.

Light Jets (VLJs), including the Embraer Phenom 100 and the Adam A700 (3,400'). This will limit the State's ability to attract certain types of aircraft users, especially business users, to the Airport. Even with an extension to 4,000', the Airport could still have difficulty attracting corporate aviation use due to insurance requirements. Generally, airports need runways of at least 5,000' to be considered viable business aviation venues. Burlington International, 28 miles from FSO, and 18 miles from St. Albans, has a runway that is double the length of the proposed extended runway at FSO and could be more desirable to corporate users, particularly during inclement weather.

Taxiway Availability

The lack of a full parallel taxiway at Franklin County State Airport reduces the safety for pilots utilizing the Airport. While Taxiway "Charlie" provides access from the Runway 1 end to the apron, aircraft that are preparing to take-off are required to taxi through the apron to Taxiway "Charlie", or are required to taxi from Taxiway "Alpha" to the Runway 19 end and turn around. At a non-towered airport, this is a potentially dangerous condition as a miscommunication between a landing pilot and a pilot taxiing down the runway to takeoff could result in serious consequences. Pilots taxiing unnecessarily through the apron area also could pose a danger to those on the apron as well as to aircraft parked there. Furthermore, an airport with no parallel taxiways would not be ideal for some large twin-engine planes due to the safety risk and time required to utilize the runway turnarounds and return to the apron from the Runway 19 end. It is noted, however, that the most recent ALPU does include the construction of a parallel taxiway through what is now the turf runway. This improvement is also recommended in Table A16-1B of FAA Advisory Circular 150/1300-13, *Airport Design*, for airports with vertically guided approaches with a 1-statute mile approach visibility minimum.

Location

While it is a mere ten miles that separates Franklin County's business center (St. Albans) from its Airport, there appears to be a severe disconnect between the urban areas of the County and the rural areas, including the Airport. Anecdotal evidence suggests that the Airport's presence may have minimal impact on business development within the community. St. Albans is only slightly closer to FSO than to Burlington International Airport. Much of the community's economic development is occurring at a greater rate in southern Franklin County, away from the Airport.

Proximity to Burlington and Plattsburgh International Airports

While there are not an abundant number of airports in northwestern Vermont, there are several accessible airports to the region which provide a variety of services and can accommodate a variety of aircraft types. Of the three airports that serve the region, Franklin County, Plattsburgh International, and Burlington International, Franklin County is the only one of the three that does not feature commercial passenger service. Burlington also handles air cargo from several major cargo carriers including FedEx. Runways at Burlington and Plattsburgh are also significantly longer and wider: 8,320 feet in length and 150 feet in width at Burlington and

11,758 feet long by 200 feet wide at Plattsburgh. The runway at Franklin County is only 3,000 feet long by 60 feet wide, significantly shorter than the other two airports.

While drawbacks are evident in terms of runway length and accessibility, the FBO at Franklin County also indicated several attractors to the Airport. As airports with commercial passenger service, Plattsburgh and Burlington also employ increased security regulations when compared to a general aviation airport such as Franklin County. Many tenants at the Airport indicate that the family-friendly atmosphere at the Airport is a factor into their decision to utilize the Airport, as is the accessibility allowed at the Airport when compared to the need for security clearances at the commercial service airports. Fuel prices and other service costs at Franklin County are also maintained as competitive or less-expensive when compared to those at the other nearby airports.

Zoning

When considering future development at the Airport, zoning must be a consideration, as it could affect approvals needed by both the Town of Highgate and the FAA. The 2008 Highgate Zoning Bylaws are a guide to permitted uses in the Town of Highgate. The bylaws indicate that the Airport area is zoned as Industrial/Commercial. Only three land uses are permitted on land so-zoned without a site plan review: a swimming pool, an accessory structure, and a home occupation (such as an in-home insurance agent, accountant, or childcare provider). Table 18 provides a listing of land uses permitted with a site plan review and those subject to conditional uses.

Table 18: Uses in the Industrial/Commercial District		
Permitted Uses With Site Plan Review	Conditional Uses	
Aircraft Hangar	Agribusiness	Nightclub/Bar/Lounge
Boat Sales/Repair	Business Service	Office/Office Building
Commercial Storage Buildings	Club (Non-Profit)	Outdoor Recreation Facilities
Contractors Yard	Excavation of Sand/Gravel	Planned Unit Development (With Site Plan Review)
Indoor Recreation Facility	Fences Over Six Feet	Restaurants
Public Facilities	Junkyard (With Site Plan Review)	Retail Sales
Research/Testing	Lodging Establishment	Service Station
Warehousing	Manufacturing	Slaughter House
	Mobile Home Sales/Repair	Transfer/Recycling Station
	Motor Vehicle Repair/Sales	Trucking Terminal

Source: 2008 Town of Highgate Zoning Bylaws

In addition to the above zoning regulations, development near the Airport is subject to an Airport Overlay District (AOD). The AOD limits the height of structures near the Airport that

could potentially harm aircraft completing operations. In addition, the AOD was designed to enhance and encourage the establishment of associated industrial and commercial uses in the area as proposed in the most recent ALPU.

Community Involvement

During interviews, it was noted that many community and economic development leaders in the Franklin County area have minimal knowledge about the Airport, the operations that occur there, and the potential for development that could result in improved economic conditions for the community. There seems to be minimal connection between the community and its Airport. There are few, if any complaints about the Airport, but there is also little to no support. Community involvement is an important factor to the FAA in some cases, when allocating funds for airport improvements.

4.3 Airport Layout Plan Recommendations

The most recent ALPU for Franklin County State Airport was completed in September 2006, providing up-to-date mapping of airside, landside, and aviation support facilities. The ALPU provides recommendations for further improvements at the Airport to meet the needs of current as well as potential future users. The recommendations can be found in Table 19. The project highlighted in gray has been completed.

Table 19 – Airport Layout Plan Improvement Recommendations		
Short Term	Intermediate Term	Long Term
Install PAPI on Runway 19	Construct Partial Parallel Taxiway from the Apron to the Runway 19 end	Construct Runway Extension & Widening
Tree Clearing for new Light Sport/Ultralight Area	Grading and Fill for new Turf Runway	Construct Partial Parallel Taxiway from the Apron to the Runway 1 end
Grading and Fill for new Light Sport/Ultralight Area	Signage for new Turf Runway	Construct East Apron
Construct Service Road to new Light Sport/Ultralight Area	Install Visual Aid for new Turf Runway	Construct Taxilane to new East Apron
Construct Taxilane to North Hangar Development Area	Expand Security Fence & Gates	East Apron Hangar Site Preparation
Reroute Western Service Road		

Source: 2006 Airport Layout Plan Update

4.4 State Airport System & Policy Plan Recommendations

A number of recommended improvements for FSO are listed in the 2007 VASPP. A list of these improvements can be found in Table 20. Projects highlighted in gray have been completed.

Table 20 – VASPP Improvement Recommendations
Extend Runway 19 by 1,000'
Increase Runway Width by 15'
Environmental Assessment / Environmental Impact Statement
Construction of 10,800 sq. ft. of Covered Storage / Hangars
Fencing Around Operations Area
Addition of 28 Auto Parking Spaces
Improvements to the Runway 1-19 Runway Safety Area

Source: 2007 Vermont Airport System and Policy Plan

4.5 Airport Capital Improvement Plan

The Airport Capital Improvement Plan (ACIP) is a five-year planning document that indicates future work intended to be completed by an airport's sponsor. A number of improvements for Franklin County State Airport are listed in the 2009-2014 (ACIP) as shown in Table 21.

Table 21: Airport Capital Improvement Plan (ACIP)				
Year	Project Description	FAA	State	Total
2010	Nested T-Hangar (Multi-Year)	\$135,000	\$15,000	\$150,000
2011	Nested T-Hangar (Multi-Year)	\$135,000	\$15,000	\$150,000
2012	Nested T-Hangar (Multi-Year)	\$135,000	\$15,000	\$150,000
2013	Security Fencing	\$90,000	\$10,000	\$100,000
TOTAL		\$495,000	\$55,000	\$550,000

Source: Vermont Agency of Transportation

5. AIRPORT IMPROVEMENT AREAS

5.1 Airport Development Plan

A development plan for the Franklin County State Airport has been created as part of this business plan. The development plan details locations at the Airport where future development could be considered. The locations detailed are numbered in order of preference. While there may be numerous other potential locations available for development at the Airport, including the current site leased to the Franklin County Field Days, only locations that are deemed most advantageous will be discussed as part of this business plan. The development plan is detailed below and shown in Figure 4

Area 1

This site is located in the fastest developing section of the Airport. Area 1 is north of the existing hangars at the Airport and is located adjacent to the newest constructed private hangars. The area is nearly two (2) acres and parallels the Runway 19 approach end. The Airport layout plan indicates this area as reserved for future hangar development, with a new taxilane proposed to connect this area with the apron and with the proposed parallel taxiway. Development of this area should continue until reaching the Runway 19 end and should consist of hangars, which are privately constructed on land leased from the State.

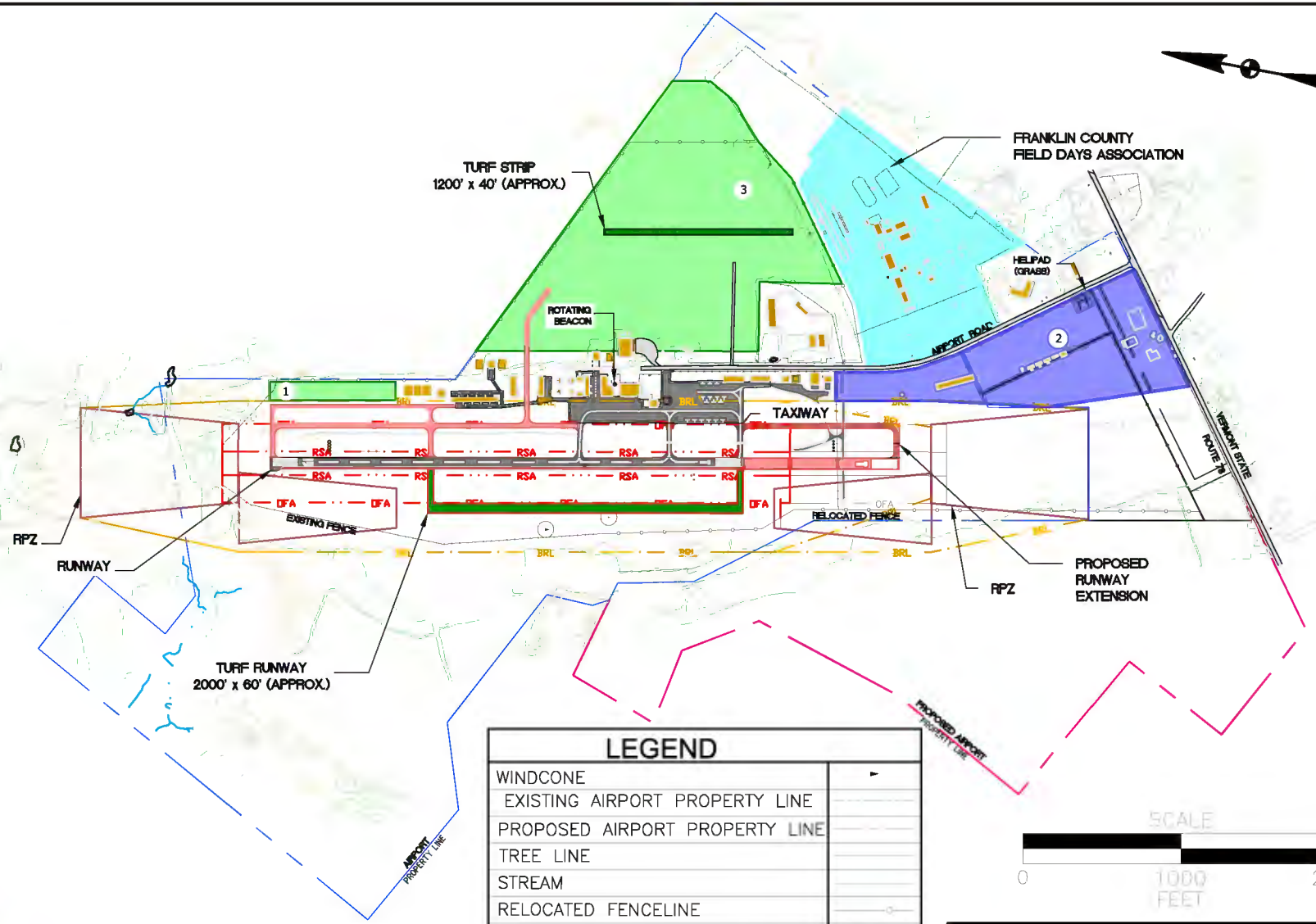
Area 2

This area is located in a sparsely developed section of the Airport adjacent to Airport Road and south of the terminal and the fuel apron and west of the fairgrounds and the VTrans maintenance garage. The site is approximately five (5) acres with small conventional hangars to the north and the ultralight hangar to the south, which would likely be abandoned if the ultralight runway moves as proposed. The site could be utilized for private hangars for recreational aircraft storage, or for an aviation-related business requiring access to the airfield. This would be the only site on-Airport where aviation-related business development would be ideal with access to the runway as well as good road access from Airport Road. VTrans currently owns part of this proposed development area. Land acquisition would be required for full development as proposed in this plan.

Area 3

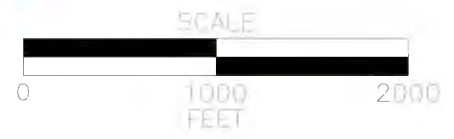
Area 3 is a large area, north of the fairgrounds and the VTrans maintenance garage and east of Airport Road. The ALPU proposes the construction of several hangars, a new taxilane, and a turf runway at this site. The turf runway would serve light sport and ultralight aircraft and would replace the existing ultralight runway now located south of the paved runway. Fixed wing aircraft utilizing hangar space in this area will require longer taxiing times in order to reach the paved runway or the relocated turf runway and will only be desirable once Areas 1 and 2 are fully developed. Hangars at this area would be ideal for users of the ultralight facility. However the longer taxi distance to the main runway may discourage some potential tenants who need the

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- PROPOSED TURF RUNWAY
- MIXED USE AVIATION COMPATIBLE
- AVIATION DEVELOPMENT
- PROPOSED RUNWAY/TAXIWAY EXTENSION

LEGEND	
WINDCONE	▶
EXISTING AIRPORT PROPERTY LINE	---
PROPOSED AIRPORT PROPERTY LINE	- - - -
TREE LINE	~ ~ ~ ~
STREAM	~~~~~
RELOCATED FENCELINE	- · - · -
CONTOURS	- - - -
AIRPORT BUILDINGS	■
AIRPORT PAVEMENT	▬
ROADS	▬
FRANKLIN CO. FIELD DAYS ASSOC.	■



FRANKLIN COUNTY STATE AIRPORT
FRANKLIN COUNTY, VERMONT

DEVELOPMENT PLAN

SCALE: AS SHOWN	DATE: JANUARY 2009	FIGURE: 4
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McFarland Johnson
in association with

R.A. Wiedemann & Associates, Inc.

use of the main runway. This site is not ideal for aviation-related business development, due to the separation from both the main runway as well as from Airport Road. Development in this area could extend beyond the boundaries shown in the development plan, if the demand develops.

6. RECOMMENDED PLAN

Franklin County State Airport is seemingly unique in the current world of general aviation airports. At a time when most airports are seeing a decline in operations and a loss of based aircraft due to rising insurance costs and rapid fluctuations in fuel prices, Franklin County State Airport has seen an increase in operations and a significant increase in the number of based aircraft. The increases at the Airport, while expected, are well above those forecast in the 2006 ALPU and in the 2007 VASPP. Recreational general aviation traffic at the Airport is the dominant form of activity and is expected to remain strong well into the future. Business general aviation traffic at the Airport is a secondary consideration at the present time. The following actions have been developed to capitalize on the Airport's strengths and to improve on its weaknesses. The recommendations have been divided into four different sections: community partnership actions, physical enhancement actions, revenue enhancement actions, and policy actions.

6.1 Recommended Community Partnership Actions

- **Community Partnership Action #1: VTrans should become active and involved with the development and tourism community in Northwest Vermont.**

The Franklin County development and tourism community is disconnected from the Airport and its operations. In an effort to get these groups involved and interested in the Airport and the services that are offered, public participation from VTrans is necessary. To the extent that it can, VTrans, as the airport owner, should provide information to the local Chambers of Commerce and development agencies regarding the Airport and what happens there. VTrans should participate in community activities, establishing its presence in Franklin County as a member of the community. For example, at the Franklin County Field Days, a booth with information about the Airport and aviation in Vermont might be one way to establish a connection.

- **Community Partnership Action #2: VTrans and the FBO should continue to provide opportunities for the community to learn about and experience the Airport.**

VTrans and Border Air should attempt to establish community support of the Airport by providing opportunities for community residents to come to the Airport to see the facilities and to experience aviation. Current opportunities include hosting a pancake breakfast and fly-in, an air show, and the Franklin County Field Days. In addition, the Experimental Aircraft Association is active in the community and hosts events to cultivate youth interest in aviation. Community members are able to get an up-close view of a variety of aircraft and would have the unique opportunity of being on-airport to watch operations.

Offering tours of the Airport to school groups is another method to bring people out to the Airport and establish/improve community-airport relations. Children will be able to watch aircraft takeoff and land, as well as take a tour of the Airport and the facilities to see everything that the Airport has to offer. This has the potential to increase interest in aviation

among youth, which at present is seeing a decline in Vermont. By hosting aviation related events at the Airport, the Airport will have the opportunity to display itself as an important member of the community and at the same time will gain community support necessary for potential improvements to the Airport.

- **Community Partnership Action #3: VTrans should continue promoting the Airport and the fairgrounds as an ideal location for aviation-related events.**

With the grounds of the Franklin County Field Days on Airport property, the State should consider increased promotion of the site for aviation-related outdoor events in Franklin County. Many airports hold a variety of events on airport, including air shows, fly-ins, and pancake breakfasts. While the EAA currently hold pancake breakfasts and fly-ins, VTrans should explore other unique methods to bring aircraft and the general public together. Wing and Wheels events can bring in car enthusiasts and aircraft enthusiasts in one event. In addition, themed events could be considered, including events dedicated to historic military aircraft, etc. With the close proximity to Canada, as well as the relative strength of the Canadian Dollar, VTrans could consider hosting a “hangar sale”, where aircraft owners who are attempting to sell an aircraft can bring their plane to the airport where perspective buyers will be located and will be able to shop among a variety of available aircraft. This type of event could attract perspective aircraft owners from around the region and could provide for one-stop shopping for many potential aircraft buyers. While these events will not likely bring large amounts of revenue for VTrans, they will promote the airport to the aviation community as well as to residents in Northwestern Vermont.

6.2 Recommended Physical Enhancement Actions

- **Physical Enhancement Action #1: VTrans should relocate the ultralight runway to allow for the extension and widening of Runway 1-19 to accommodate larger multi-engine aircraft and Very Light Jets.**

While a variety of projects were supported in the 2006 ALPU, the focal point was a 1,000 foot extension to the Runway 1 end and widening of the entire runway by 15 feet to meet FAA design standards. The runway extension will provide increased safety for the aircraft that currently utilize the Airport, and could potentially attract new aircraft that are currently unable to utilize FSO due to the runway length and allow those that currently use the Airport to achieve a greater payload. Airport management indicated that several small businesses that currently utilize Burlington International Airport have indicated a willingness to move their operations to Franklin County, if the runway was of sufficient length that their insurance would support their utilization of the Airport. In addition, a charter aircraft operation has indicated an interest in establishing a base at Franklin County. However, the insurance utilized by the charter operator requires a runway length of 4,000’ to land their Beech King Air. Airport management indicated that letters of support could be generated by these local businessmen if a runway extension becomes a plausible option. Unlike other airports in Vermont awaiting runway extensions, including Morrisville-Stowe and Rutland-Southern Vermont Regional, there are minimal land constraints at Franklin County that would hinder

construction of a 1,000' extension. From a cost perspective, this makes an extension at Franklin County State Airport quite practical.

The sole constraint to the extension of the paved runway is the presence of the ultralight runway off the Runway 1 end. Prior to the consideration of an extension to Runway 1-19, this ultralight runway will need to be relocated in order to provide space for the runway extension as well as to improve the safety for pilots utilizing both landing surfaces. At present, an aircraft utilizing the ultralight runway could impede the operations of aircraft on the paved runway. The 2006 ALPU recommends relocation of the ultralight runway to a dedicated area parallel to Runway 1-19 and to the east of the currently developed hangars and north of the grounds leased by the Franklin County Field Days (Development Area 3 as referenced in this business plan). This area is currently forested and would require clearing prior to utilization. Per the current Airport Layout Plan, finalized in 2007, no safety areas are planned as part of the new light sport/ultralight runway, in accordance with FAA Advisory Circular 103-6, *Ultralight Vehicle Operations – Airports, Air Traffic Control, and Weather*, which establishes no standards for such safety areas for an airport built exclusively to serve ultralight aircraft. However, because the ultralight strip is part of an airport with a paved runway, it is recommended that VTrans develop safety areas, including RPZs and RSAs, as well as FAR Part 77 clearances, for the ultralight strip. Standards similar to those applied for the proposed turf runway parallel to Runway 1-19 can be applied. If such safety areas are implemented, the ultralight strip may be required to close during events held at the adjacent fairgrounds, as the fairground would be categorized as a place of public assembly which is not a permitted use in an RPZ.

An access road is currently available, but would need improvements prior to opening of the new strip. After the construction of the light sport/ultralight runway, as well as facilities currently utilized as a part of the current runway, including storage hangars and sheds, the focus can turn to the extension of the paved runway.

Increased revenue as a result of a runway extension and associated infrastructure improvements, including additional medium intensity runway and taxiway lights, will be attained through additional use of the Airport. As airport use rises, both in terms of based and itinerant traffic, fuel sales and aircraft maintenance work will rise at the Airport. VTrans receives a portion of all income received through fuel sales and maintenance work completed by Border Air. In addition, increased operations will likely lead to an increase in based aircraft and potentially spur the development of privately-owned hangars. Owners of hangars at Franklin County State Airport pay rent to VTrans for the land where the hangars are constructed. New hangar construction will likely exceed the current pace with a runway extension at the Airport.

- **Physical Enhancement Action #2: VTrans should consider the acquisition of available conventional hangars at the Airport or the construction of a large conventional hangar.**

With constant growth, there will likely be demand for publicly-owned hangar space at the Airport. The State of Vermont does not currently, nor has it ever, owned hangar space at the

Airport designated for aircraft storage. This is one of the few state airports where VTrans does not own aircraft storage space that is leased to the FBO and further sublet to based and transient pilots. VTrans has shown a continued interest in providing low-cost land leases to interested parties to construct private hangars at its airports where private-hangars line the apron. At present lease rates, VTrans is earning money on the land, but not at an optimal rate.

VTrans should explore the acquisition of existing private hangars, as they become available. It is important for the State to be able to provide hangar space to users at the Airport, in particular transient users. While construction of new conventional hangars at the Airport should also be considered, the cost, which could exceed \$94,000 for the smallest conventional hangar and \$2 million for a large conventional hangar, as estimated in the 2006 Airport Layout Plan Update, may be prohibitive to the agency without outside financial support.

Generally, a conventional hangar is preferred to T-Hangars based on the utility of a conventional hangar to store a variety of aircraft types and sizes. With RSAs and RPZs that are currently in compliance, VTrans could request funding from the FAA for hangar construction at the Airport. With this method, the State would pay for a small portion of the hangar, and would be able to lease the space to based and transient aircraft. With existing hangars available for purchase, a level of demand for additional space would need to be determined. A conventional hangar intended to house transient users will be necessary after the completion of the runway extension. However, that is likely outside of the planning period (2009-2013) for this business plan.

In addition to FAA funding, the State could request funding from other local sources if the hangars are being purchased to assist with economic development. In the long-term, VTrans should consider construction of conventional hangars in the area adjacent to the proposed ultralight runway for the storage of based and transient aircraft. A conventional hangar could be utilized at a later date as a corporate hangar if the need arises at the Airport, but in the meantime could be utilized to store five single-engine aircraft, which might support increased operations.

It is also recommended that the State continue pursuing private development of hangars through land leases at the Airport only if it is unable to secure funding to construct State-owned hangars. Although private hangar development on land leased to individuals has the lowest cost to the State, also has the lowest return, and will inhibit future revenue streams. If this method is followed, the development of private hangars will continue to bring in a small amount of revenue to the State for the land lease and will bring in revenue from fuel sales and other services that are completed for the aircraft by the FBO. However, land leases are the least lucrative method of development and should only be pursued if necessary.

6.3 Recommended Revenue Enhancement Actions

- **Revenue Enhancement Action #1: VTrans should market the newly installed Jet-A fuel facility at the Airport to the U.S. Border Patrol for use by their helicopters.**

There are few aircraft that utilize Jet-A fuel and can land on a runway as short as the current Runway 1-19 at Franklin County State Airport. With close proximity to the U.S.-Canada Border, as well as the presence of a U.S. Border Patrol Office on-airport and an associated helipad near that office, VTrans should promote the availability of Jet-A fuel on Airport. According to the FBO, use of the Jet-A fuel in 2008 at the Airport was minimal, as only 350 gallons were sold during the year. The fueling of Border Patrol helicopters at the Airport would enhance the revenues of both the FBO (through the sale of fuel) and VTrans (through fuel tax collections).

- **Revenue Enhancement Action #2: VTrans should work with Border Air and local economic development agencies to develop a marketing program for the Airport.**

For any business entity, marketing is an important tool in attracting new clients and creating an increased revenue stream. Franklin County State Airport and Border Air are no different. The current economic state is, to say the least, in turmoil. Crude oil prices have gone as high as \$145 per barrel, but have more recently fallen precipitously. The U.S. economy has now been officially labeled as being in a recession and the projected length and depth of this economic downturn is unknown¹⁰. Usually, during such economic times, recreational flying would diminish. However, Franklin County State Airport is seeing growth in recreational flying. The strength of the Canadian Dollar over the past few years has encouraged Canadian pilots to purchase their own aircraft. A marketing program should be established by VTrans and Border Air to ensure that private aircraft owners in Canada understand the benefits of basing their aircraft in the United States at Franklin County State Airport.

There are a variety of factors that can be marketed to Canadian aircraft owners as advantages to basing their aircraft at Franklin County State Airport. First and foremost is the Airport's proximity to Canada and to the Highgate Springs border crossing. Many Canadian aviators have found that it is much more expedient and convenient to base their aircraft at Franklin County State Airport and drive their automobiles through the land border crossing in Highgate Springs. By doing so, the pilots avoid having to fly into designated border crossing airports, such as Burlington or Plattsburgh. Additionally, Franklin County State Airport does not charge GA landing fees, which are in effect at Plattsburgh International and Burlington International Airports, the closest airports that offer Customs services for arriving aircraft.

The user-friendly atmosphere at Franklin County State Airport is an attractor for pilots who do not want to stop at Part 135 commercial services airports where security is, by law,

¹⁰ http://www.nytimes.com/2008/12/02/business/economy/02econ.html?_r=1&ref=business

tighter and maintaining a “GA-friendly” facility is much more difficult. Prices for services at Franklin County are purposely held at level, if not lower, than those at other nearby airports. Furthermore, fuel prices at Franklin County State Airport are significantly less than those at airports in Canada. These highlights, as well as the availability of free parking and other aircraft services including painting, should be prominently noted in marketing materials distributed to aircraft operator organizations in Canada.

In addition to developing a marketing program aimed towards Canadian aircraft owners, a marketing program should also be developed to increase business aviation at the Airport. Business traffic at the Airport, while currently minimal, has the potential to increase after the completion of a runway extension that will allow larger aircraft to land at the airfield. Business users with smaller aircraft, such as a King Air, may prefer the convenience and value of Franklin County State Airport to surrounding competitors. A marketing program should be instituted to inform current businesses in the area about new developments at the Airport and provide reasons why that business would benefit by utilizing the Airport. New businesses interested in locating in the St. Albans and Swanton area should receive information about the Airport and the services that the Airport can provide to these businesses. VTrans should coordinate with local Chambers of Commerce and Economic Development Agencies to ensure that information about the Airport is provided along with other information used to attract businesses to the community.

An important marketing tool for the Airport is the creation of an airport website. In coordination with Border Air, VTrans should develop an independent website for the Airport. This website would provide information about services available at the Airport, airfield information, regional information such as a listing of hotels in St. Albans, a link to local car rental providers, and a listing of local restaurants and attractions. Information should also be available about the local Chamber of Commerce and Industrial Development Agency for those that are interested in further information about northwestern Vermont. A list of real estate agents in Franklin County should be provided for website viewers interested in relocating to the area, both residential and commercially.

In addition to marketing the Airport via a new website, information about the Airport should also be disseminated on the websites of local attractions, Chambers of Commerce, and Industrial Development Agencies. At present, the Airport is not mentioned on most websites as a mode to access Franklin County. The Franklin County Chamber of Commerce lists Burlington International Airport as the closest airport to the area, followed by Dorval (Pierre Trudeau) International Airport and Mirabel Airport, both outside of Montreal. The State should provide appropriate, marketing-themed information to these agencies to ensure that the Franklin County State Airport is included as an important asset to the community and region.

- **Revenue Enhancement Action #3: VTrans should explore options for providing rental cars and improved ground transportation at the Airport**

There are certain amenities that many businesses and private aircraft operators desire when choosing an Airport for their aircraft. When arriving at the Airport, it is essential for there to be a method of transportation for these users to reach their final destinations. While a courtesy car is available for short-term local use, there is no other transportation available to or from the Airport. VTrans should explore the possibilities of providing a source of transportation to travelers utilizing the Airport. Public transportation is not an option for Franklin County State Airport. Providing rental car availability at the facility would be preferred; however, it may be difficult to attract a company to base an operation at FSO, given the limited demand and its rural location. One potential means to offer rental cars would be to work with Enterprise Rent-A-Car under their General Aviation Connection program where users can go to a special Enterprise website and reserve cars to be delivered to the FBO for pick-up and drop-off. While Enterprise has a formal program for this, the State can also explore whether other rental car firms might be interested in providing a similar service (using a link from the airport's website). Another alternative would be for a rental car firm to place a "hotline" at FSO that connects directly with the nearest office of that agency.

- **Revenue Enhancement Action #4: VTrans should approach the United States Customs & Border Patrol to develop a plan to provide services as a "Landing Rights Airport"**

The Franklin County State Airport is approximately ten miles south of the Canadian border. However, there are presently no facilities available at the Airport for Customs inspections for incoming flights. FAA Advisory Circular (AC) 150/5000-5C indicated that the Airport is a "landing rights airport" with no based U.S. Customs personnel. As a result of this designation, incoming flights from a non-US location can request permission to land from the U.S. Customs & Border Patrol (CBP). If such permission were granted, a CBP employee would drive from the land border crossing in Highgate Springs to the Airport to process the passengers on the plane. However, the CBP can reject the landing of aircraft from foreign areas at the Airport, and, according to Airport personnel, rejection is commonplace. Although FSO is considered a landing rights airport, the March 2008 *U.S. Customs & Border Protection Guide for Private Flyers* does not include Franklin County as an option for international arrivals. At present, the guide indicates that the closest airports for Customs clearance are in Burlington and at the Rouses Point Seaplane Base, approximately 12 miles west of the Airport. Burlington is the only airport in Vermont where international operations are regularly possible. Two airports of similar size to FSO, located in Upstate New York, Ogdensburg and Massena, both are designated as International Airports, which allow for international flights to land without first seeking permission (but advance notice of the flights is required).

With its close proximity to Canada and the low fuel price strategy pursued by Border Air, Franklin County State Airport has significant potential to attract Canadian aviators looking to enter the United States. The ability to clear Customs at the Airport could attract new

businesses to the area that require easy access to Canada as well as the ability to bring people into the area from Canada via airplane. While it is unlikely and fiscally unrealistic to expect a CBP agent to be regularly present at the Airport, the State should aggressively pursue “international airport” status for FSO and should seek an agreement with CBP to provide an agent to clear aircraft that pre-reserve landing times.

- **Revenue Enhancement Action #5: VTrans should attempt to attract a restaurateur to operate a facility at the Airport.**

Conversations with Airport management indicated a potential niche at the Airport for a restaurant. With the closest food establishments located near the Interstate 89 interchange, including a McDonalds, Dunkin Donuts, and a Chinese restaurant, there appears to be little competition in the food service arena. While there is not a large market present, travelers, employees of the FBO and VTrans, and the employees of Airport based businesses, including the US Customs and Border Patrol and Prestige Aviation, can provide a base from which a good restaurant can grow. The Highgate area is home to the Kid’s Culinary Camp of Vermont, operated by renowned chef Kelly Q. Dietrich. Chef Dietrich is a graduate of the Culinary Institute of America and operates a restaurant in Burlington, but is a resident of the Highgate area. He might be a strong candidate to open a small facility at the Airport, and his celebrity and abilities would go a long way towards making the restaurant a success. There are many GA airports that feature specialty restaurants that attract pilots and visitors to the facility. The financial benefit from the restaurant in terms of direct rent payments is likely small; however, a well-reputed restaurant can bring additional transient traffic to the facility and can also make it a bigger part of the community.

6.4 Recommended Policy Actions

- **Policy Action #1: VTrans should reconsider the methods utilized when creating land leases for private hangar development at the Airport by creating a standard price per square-foot and implementing annual rent rate increases and standard reversion clauses.**

Analysis of the current leases at Franklin County State Airport shows a variety of lease rates per square foot. This is acceptable, so long as the rate is based on current market conditions for the lease of similar space in the area and at competitive airports. An analysis of available lease rates shown in Appendix A indicates land lease rates ranging from \$0.0516 to \$0.468 per square foot per year, with a median lease rate of \$0.095 per square foot per year. Future land leases at the Airport should utilize a transparent market-driven rate per square foot. In addition, annual rate escalation clauses should be included in these leases based on increases to the Consumer Price Index. If such escalations occur at the same time for every lease at the Airport (say on July 1 of each year), it will make it easier for VTrans to manage the increases and ensure they are enacted on a regular basis. By implementing a program of annual rate escalations, lease rates will keep pace with the increases in expenses incurred by the Airport.

6.5 Impact on Revenues

Potential Demand Changes

Quantifying the levels of additional potential revenue that might result from implementing the strategies presented above is highly subjective. There are a wide variety of complex external forces that impact revenues at the Airport and the economic stability of the region, not the least of which is the fluctuating cost of fuel. While the projections provided below are considered accurate based on the current state of the economy and the Airport, these figures could change rapidly.

As noted throughout this business plan, a significant level of growth at Franklin County State Airport is attributed to the continued increase in the number of Canadian-owned based aircraft. According to the Airport manager, in July 2008, approximately 20% of the aircraft based at Franklin County State Airport were Canadian-owned and this trend of Canadian-owned but US based aircraft was projected to increase. The reasonable costs associated with basing an aircraft at Franklin County State Airport, as well as the availability of several currently constructed, privately-owned hangars, will continue to attract Canadian aircraft operators.

In addition to aircraft moving to Franklin County State Airport from Canadian airports, there has also been some movement from other regional airports including Burlington International (BTV). As of June 2008, there were 73 non-military aircraft (including fifty single-engines) based at the Burlington International Airport. Increased security requirements at Burlington, designated in the NPIAS as a Primary – Small Hub facility, have made BTV less attractive for general aviation operators. The user-friendly atmosphere, as well as the lack of landing fees, the reasonably priced fuel, and the availability of a variety of services, has made Franklin County State Airport an attractive option for aircraft currently based at, or regular users of, Burlington International. If security regulations and costs associated with basing an aircraft at Burlington continue to increase, it is possible that ten percent of the based aircraft at Burlington (or five aircraft) could move to Franklin County State Airport, which in turn would increase VTrans revenues through increases in lease collections and in fuel tax collections.

Construction of a light sport/ultralight runway will not in itself increase operations at the Airport, but it will open up the opportunity for the Airport to construct an extension to Runway 1-19. At present, under most circumstances, twin-engine aircraft including the King Air 200, the design aircraft, can not operate effectively on the 3,003' paved runway. Relocation of the ultralight runway will allow for the construction of a runway extension to approximately 4,000'. A charter aircraft operator has already indicated that he would relocate his base of operations from Burlington International to Franklin County State Airport if the runway extension were constructed. Airport management has also indicated that there are other aircraft owners who have verbally indicated a willingness to increase their utilization of the Airport after the completion of a runway extension. Furthermore, there is potential that the runway extension could lead to an increase in based Canadian-owned aircraft due to the increased number of aircraft types that would be able to utilize the Airport. A minimum increase of three based twin-engine aircraft can

be expected as a result of these projects. Furthermore, operations could increase by a minimum of 5% to account for use by new based aircraft, as well as increased use by transient operators.

Other action items recommended, such as relocating the turf runway or attracting a restaurant, will have positive impacts, but not impacts that can be directly related to increases in operations, based aircraft, or provide a significant increase in revenue for VTrans.

Revenue Impacts

Table 22 presents an estimate of how the proposed enhancement strategies could impact revenue at Franklin County State Airport, if the assumptions for each scenario are met.

Table 22 - Revenue Totals Resulting from Revenue Enhancement Strategies						
	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Lease Fees	\$55,120	\$68,440	\$76,908	\$79,293	\$81,773	\$84,352
Fuel Taxes – 100LL	\$5,491	\$4,787	\$5,334	\$5,880	\$6,145	\$6,816
Fuel Taxes – Jet A	\$105	\$70	\$72	\$80	\$87	\$6,615
Total Operating Revenues	\$60,716	\$73,297	\$82,313	\$85,252	\$88,005	\$97,783

* - Estimate

Fiscal Year 2008 in Table 22 is the baseline forecast provided in Table 15 and is utilized as a base in this projection. Fiscal Year 2009 follows the baseline for fuel sales but shows an increase in Airport revenue as a result of newly constructed storage units for ultralight aircraft adjacent to the light sport/ultralight runway. It is expected that these units could be open for half of the year, collecting \$100 per month in rent from ten occupants. Many of these occupants will relocate from current facilities adjacent to the light sport/ultralight runway to be closed. In Fiscal Year 2010, a full year of occupancy for the light sport/ultralight runway storage facility is expected. It was also anticipated that VTrans will purchase an available hangar at the Airport to rent to based and transient aircraft. Rent for these units would be \$200/month. In addition, fuel tax revenues for 100LL fuel were increased by \$265 to account for fuel purchased by a based aircraft (projected as a Cessna 172) that would move to Franklin County from Burlington. This figure remains in 100LL fuel tax revenues through the planning period. Furthermore, increases in fuel tax collection for 100LL were added for projected new based single engine aircraft (also Cessna 172s) in 2011 and 2012, as well as two new aircraft in 2013.

In 2013, the completion of a runway extension is projected. This extension will allow for use of the Airport by larger, multi-engine aircraft that require the longer runway length. It is expected that a King Air 200 will base at the Airport for charter operations. As the runway extension is not expected for the entire year, 50% of the estimated annual increase is utilized. It is projected that the charter aircraft will complete 400 annual operations at the Airport. Based on the fuel capacity of the aircraft, at 75% capacity purchased prior to each takeoff, the State will

net \$19,584 annually in Jet-A fuel tax. It is expected that operations by other twin-engine and VLJ aircraft will increase significantly outside of the planning period as a result of the runway extension due to the proximity of the Airport to Burlington and Montreal.

While not shown in the revenue projections indicated in Table 22, an additional source of revenue could be through the utilization of the fuel facilities at the Airport by the U.S. Border Patrol helicopters. The sale of 50 gallons of Jet-A fuel daily to the Border Patrol would net VTrans an additional \$4,400 per year for the use of the currently existing facilities.

Comparison of Expenses & Revenues

When the enhanced revenue forecast shown in Table 23 is compared to the associated operating expenses from Table 16, an estimate of future net operating expenses can be made. Table 23 illustrates one scenario of future operating revenues for Franklin County State Airport. As with revenue and expense projections already mentioned, the net operating revenue/deficit estimate relies on meeting a number of assumptions mentioned in the preceding sections.

Table 23 - Recommended Plan Operating Revenue & Expense Comparison			
Year	Forecast Enhanced Revenues	Baseline Operating Expenses	Forecast Net Operating Costs
2008	\$60,716	\$75,893	(\$15,177)
2009	\$73,297	\$87,240	(\$13,943)
2010	\$82,313	\$89,383	(\$7,070)
2011	\$85,252	\$91,599	(\$6,346)
2012	\$88,005	\$93,890	(\$5,885)
2013	\$97,783	\$96,258	\$1,524

Table 23 indicates an operating profit beginning in 2010. Table 24 displays the projected difference in revenue that may result from implementation of projects and procedures recommended in this plan.

Table 24 – Difference Between Baseline and Recommended Plan Revenue			
Year	Baseline Operating Income/Deficit	Recommended Plan Operating Income/Deficit	Change
2008	(\$15,177)	(\$15,177)	\$0
2009	(\$25,058)	(\$13,943)	\$11,115
2010	(\$24,625)	(\$7,070)	\$17,555
2011	(\$24,166)	(\$6,346)	\$17,820
2012	(\$23,970)	(\$5,885)	\$18,085
2013	(\$23,619)	\$1,524	\$25,143

6.6 Implementation of Business Plan Recommendations

A number of recommendations have been made as a part of this Business Plan. Each recommendation is intended to be an important addition to providing the best possible services at Franklin County State Airport.

Specific recommendations by timeframe are as follows:

Immediate

- *1st Priority - Increase Airport Marketing for Aviation Use*
- *2nd Priority - Begin Development of Light Sport/Ultralight Runway and Storage Facilities*
- *3rd Priority - Community Outreach*
- *4th Priority - Update Land-Leases for Private Hangar Development*

2010 - 2011

- *1st Priority - Determine Potential of Purchasing Available Conventional Hangars or Constructing a New Conventional Hangar*
- *2nd Priority – Attract Restaurant Operator to the Airport*
- *3rd Priority - Create a Partnership with U.S. Customs & Border Patrol for Border Inspections at the Airport and Increased Jet-A Fuel Purchases*

2012-2013

- *1st Priority - Runway 1-19 Extension*
- *2nd Priority - Determine Potential for Rental Car Availability*

7. ECONOMIC IMPACT ASSESSMENT

The purpose of this section is to quantify the economic impact and contribution of Franklin County State Airport to the local economy for both the existing situation and for the Recommended Plan. By showing the existing and newly created jobs, income, and total economic output, a greater understanding of the true impact the Airport has in Franklin County and Northern Vermont can be realized. This analysis demonstrates the economic impacts of Airport and aviation use within Franklin County by tracing the movement of expenditures through the various economic sectors until the money is exported incrementally from the County through purchases of outside goods and services.

7.1 Goals and Methods of Analysis

The goal of this analysis was to quantify the following economic aspects of Franklin County State Airport both for existing conditions and for the year 2013 Recommended Plan:

- **Direct Spending:** On-airport spending concerning employment, operations, and capital projects. Direct spending also includes off-airport spending by air travelers for rental cars, hotels, restaurants, etc. associated with the users and provision of airport services.
- **Induced Benefits:** Impacts created by the successive rounds of spending in the local economy until the original direct or indirect impact has been incrementally exported from the local area.
- **Jobs and Income:** Quantify the income generated by aviation and the number of jobs supported by the Airport.
- **Total Output in Dollars:** The combined impacts of direct, indirect, and induced spending.

To conduct the analysis, the study utilized the following simplified process and methodology:

- Collect baseline data from the existing statewide economic impact study¹¹. These numbers were adjusted for inflation from the year 2003 to the year 2008 effectively increasing the original impacts by 17 percent.
- Apply regional multipliers to direct recommended plan capital costs and projected employment for 2013.
- Describe non-monetary impacts of Franklin County State Airport and local aviation.
- Year 2013 add-on impacts were developed using the following inputs:

¹¹ Source: Simat, Helliesen & Eichner, Inc. (SH&E, Inc.), **Economic Impact of Vermont's Public-Use Airports**, April, 2003.

- Assume capital development of runway extension (\$3.0 million) along with relocation of existing turf runway (\$250,000). Capital spending averages \$650,000 per year over the five year period.

Franklin County is home to businesses such as Ben and Jerry's, Comet Confectionary, Fonda Group, and Wyeth. These companies produce paper and plastic products, processed foods, and of course ice cream and other dairy specialties. Franklin County enjoys four-season activities on terrain ranging from Lake Champlain to the Green Mountains. Vermont's largest agricultural exposition (Franklin County Field Days) is hosted in the County, and a major concert site adjacent to the Airport was made famous by the Grateful Dead.

7.2 Results of Analysis

In 2003 VTrans completed an analysis of the economic impact of airports and published the Economic Impact of Vermont's Public-Use Airports. According to that study, Franklin County State Airport was estimated to have \$1,416,700 in economic impact in terms of business sales and public sector expenditures.

The economic impact methodology employed here first identified the direct spending and employment at Franklin County State Airport (called direct impacts) for the year 2013 recommended plan. This spending was in the form of capital development for a runway extension and hangar development. Using this information, regional re-spending multipliers derived from IMPLAN software were applied to the data to determine the multiplied impacts of direct spending (called induced impacts). Table 25 presents a summary of Franklin County State Airport's direct and induced economic impacts for both the baseline case and the year 2013.

7.3 Non-monetary Impacts

There are a number of non-monetary benefits of aviation that have not been mentioned in this analysis. Some of these benefits include:

- **Transportation Benefits:** Defined as the time saved and cost avoided by travelers who use airports rather than the next best alternative. Franklin County State Airport provides access to the National Air Transportation System.
- **Stimulation of Business:** Airports have been shown in other studies to be an important factor in the attraction and siting of new businesses in a community. This is particularly true for businesses with more than 100 employees.
- **Aeromedical Evacuation:** Airports often serve as bases for aeromedical evacuation teams or flight services. This life-saving function has intrinsic value that often cannot be adequately quantified.
- **Recreation:** The Airport's location near Lake Champlain and the Green Mountains creates access for general aviation visitors.

Table 25 - Direct and Induced Economic Impacts				
Item	Year 2003 Impacts	Year 2008 Impacts**	Recommended Plan Add-on Impacts	Total 2013 Impacts
Direct Impacts				
On-Airport Income*	\$257,500	\$301,300	\$245,500	\$546,800
On-Airport Expenditures	\$845,100	\$988,800	\$650,000	\$1,638,800
On-Airport Employment	14	14	8	22
Off-Airport Income*	\$84,000	\$98,300	N/A	\$98,300
Off-Airport Expenditures	\$224,900	\$263,100	N/A	\$263,100
Off-Airport Employment	8	8	N/A	8
Induced Impacts				
Induced Direct and Indirect	\$346,700	\$405,600	\$212,100	\$617,700
Total Induced Employment	5	5	2	7
Grand Total Monetary Impacts	\$1,416,700	\$1,657,500	\$862,100	\$2,519,600
Grand Total Income Impacts*	\$455,900	\$533,400	\$313,400	\$846,800
Grand Total Employment Impacts	27	27	10	37

* Includes indirect incomes from visitor spending and capital development. This is a subset of the total impacts and is already included in the output number.

** Inflated for CPI change - roughly 17 percent over the period. Employment not inflated.

All of the above factors point to a value of an airport that is not easily quantified. The impacts that were estimated within the body of this report are only one facet of the overall picture. Franklin County State Airport enjoys a significance that is larger than these numbers can estimate. It is part of an increasing scarce system of general aviation facilities that needs support, protection, and appreciation from all the citizens that benefit from its operation, both directly and indirectly.

Appendix A: Lease Agreement Summaries

Lessee / Tenant Description	Physical Facilities	Amount	Additional Terms	Term Length	Begin/End Date	Renewal Options
Amendment No. 2 to Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 30 ft. x 60 ft., known as Hangar Site 7, upon which tenant owns and occupies a currently constructed hangar for personal and private use.	\$118.51 per year. The Consumer Price Index (CPI-U) is used for changes to rental fees.	Lessee may not sublease the premises without written consent of the Lessor. If future airport expansion requires removal of hangar, lessee will be provided space by the Lessor for the new hangar, while moving costs are the expense of the Lessee.	5 years	7/1/1997 6/30/2002	Two (2) renewals of five (5) year periods remain. Must give written notice six (6) months prior to the expiration of each existing term if Lessee desires to renew.
Amendment No. 1 to Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 1,800 square feet upon which tenant is to own and occupy a hangar for personal and private use.	\$153.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	5/12/2005 5/11/2010	Three (3) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Amendment No. 4 to Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 40 ft. x 50 ft. upon which tenant owns and occupies a 28 ft. x 40' hangar for personal and private use.	\$337.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	10/2/2000 10/1/2005	One (1) renewal of a five (5) year period remains. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.

Lessee / Tenant Description	Physical Facilities	Amount	Additional Terms	Term Length	Begin/End Date	Renewal Options
Amendment No. 1 to Lease between the State of Vermont and Border Air Limited	<p>One (1) parcel of land measuring 80 ft. x 125 ft., known as the Terminal Building, upon which tenant is to occupy the hangar for use as a terminal, FBO office, and snack bar.</p> <p>One (1) parcel of land measuring 80 ft. x 150 ft., known as the Mobile Home Lot, upon which tenant, or an employee, will reside in the current mobile home.</p> <p>Condition rights are granted to Border Air to manage ten (10) tie-down spaces under this agreement, and an addition twenty-five (25) under a separate agreement and to manage the fuel farm under a separate agreement.</p>	<p>\$628.00 per month or 3% of Gross Annual Income, whichever is higher.</p> <p>5% of the sale of assests of the business of the FBO being conducted at the Airport</p> <p>8% of proceeds received from car rental services (or 3% if acting as an agent for a car rental franchise)</p> <p>The Consumer Price Index (CPI-U) is used for changes to rental fees.</p>	<p>Lessee may not sublease the premises without written consent of the Lessor.</p> <p>The Lessee may terminate this agreement at any time with 30 days prior notice to the Lessor.</p> <p>Lessee is responsible for all maintenance, set-up, and operating costs for the Mobile Home Lot.</p>	5 years	1/2/2006 1/1/2011	<p>Two (2) renewals of five (5) year periods remain.</p> <p>Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.</p>
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 70 ft. x 70 ft., known as Hangar Lot 7-N, upon which tenant is to own and occupy a hangar for personal and private use.	<p>\$367.00 per year</p> <p>The Consumer Price Index (CPI-U) is used for changes to rental fees.</p>	<p>No option to purchase or right of first refusal.</p> <p>Lessee may not sublease the premises without written consent of the Lessor.</p>	5 years	3/4/2004 3/3/2009	<p>Three (3) renewals of five (5) year periods remain.</p> <p>Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.</p>

Lessee / Tenant Description	Physical Facilities	Amount	Additional Terms	Term Length	Begin/End Date	Renewal Options
Amendment No. 2 to Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 50 ft. x 100 ft., upon which tenant is to own and occupy a hangar for personal and private use.	\$488.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	9/13/2003 9/12/2008	Two (2) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Amendment No. 1 to Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 66 ft. x 120 ft., upon which tenant is to own and occupy a hangar for personal and private use.	\$720.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	Unavailable	5 years	3/30/2005 3/29/2010	Unavailable
Amendment No. 2 to Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 90 ft. x 104 ft., upon which tenant is to own and occupy a hangar for personal and private use.	\$568.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor. If approved, Lessor receives 10% of annual gross income received from the sublet.	10 years	2/18/2002 2/17/2012	Unavailable
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 30 ft. x 60 ft., known as Hangar Lot 6, upon which tenant is to own and occupy a hangar for personal and private use.	Unavailable	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	8/2/2006 8/1/2011	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.

Lessee / Tenant Description	Physical Facilities	Amount	Additional Terms	Term Length	Begin/End Date	Renewal Options
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 70 ft. x 60 ft., known as Hangar Lot 3-N, upon which tenant is to own and occupy a hangar for personal and private use.	Unavailable	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	9/14/2006 9/13/2011	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 60 ft. x 70 ft. upon which tenant is to own and occupy a hangar for personal and private use.	\$315.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	9/9/2004 9/8/2009	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Amendment No. 1 to Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 64 ft. x 150 ft., upon which tenant is to own and occupy a hangar for personal and private use.	Unavailable	Unavailable	Unavailable	Unavailable	Unavailable
Amendment No. 2 to Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 310 ft. x 45 ft., upon which tenant is to own and occupy a hangar, known as Franklin County Airport Hangar Association Number One, for personal and private use.	\$1,060.00 per year 5% of gross income obtained by the Lessee for income received for hangar storage The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not assign this lease to a condominium association without consent of the Lessor.	5 years	10/21/2001 10/20/2006	Two (2) renewals of five (5) year periods remain. Must give notice two (2) months before the expiration of each existing term if Lessee desires to renew.

Lessee / Tenant Description	Physical Facilities	Amount	Additional Terms	Term Length	Begin/End Date	Renewal Options
Amendment No. 4 to Lease between the State of Vermont and a Private Hangar Owner	Three (3) parcels of land measuring 70 ft. x 40 ft., 20 ft. x 46 ft., and 10 ft. x 25 ft., upon which tenant is to own and occupy a 60 ft. x 40 ft. hangar for an aircraft maintenance business.	\$1,861.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	6/27/2006 6/26/2011	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 53 ft. x 51 ft., known as Hangar Lot 1B, upon which tenant is to own and occupy a hangar for personal and private use.	\$203.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	5/6/2003 5/5/2008	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Amendment No. 5 to Lease between the State of Vermont and an On-Airport Land User	Three (3) parcels of land on Airport Road for the purpose of conducting fair/exhibition type festivals.	\$686.00 per year or 10% of Gross Annual Income, whichever is higher. The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	4/3/2006 4/2/2011	One (1) renewal of a five (5) year period remains. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Amendment No. 1 to Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 48 ft. x 52 ft., upon which tenant is to own and occupy a 43 ft. by 42 ft. section of a hangar for personal and private use.	\$282.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	6/1/1997 5/31/2002	One (1) renewal of a five (5) year period remains. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.

Lessee / Tenant Description	Physical Facilities	Amount	Additional Terms	Term Length	Begin/End Date	Renewal Options
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 54 ft. x 55 ft., known as Hangar Lot 1C, upon which tenant is to own and occupy a hangar for personal and private use.	\$223.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	3/28/2003 3/27/2008	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 70 ft. x 90 ft., known as Hangar Lot 9-N, upon which tenant is to own and occupy a hangar for personal and private use.	Unavailable	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	4/13/2007 4/12/2012	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 64 ft. x 57 ft., known as Hangar Lot 7, upon which tenant is to own and occupy a hangar for personal and private use.	\$273.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	3/28/2003 3/27/2008	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 68 ft. x 78 ft., known as Hangar Lot 8-N, upon which tenant is to own and occupy a hangar for personal and private use.	\$397.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	3/29/2004 3/28/2009	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.

Lessee / Tenant Description	Physical Facilities	Amount	Additional Terms	Term Length	Begin/End Date	Renewal Options
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 42 ft. x 51 ft., known as Hangar Lot 2B, upon which tenant is to own and occupy a hangar for personal and private use.	\$160.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	5/19/2003 5/18/2008	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Amendment No. 2 to Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 8,335 square feet, upon which tenant is to own and occupy a section of a hangar for personal and private use.	\$630.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	8/10/2003 8/9/2008	Unavailable
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 53 ft. x 51 ft., known as Hangar Lot 3B, upon which tenant is to own and occupy a hangar for personal and private use.	\$203.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	3/28/2003 3/27/2008	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Amendment No. 5 to Lease between the State of Vermont and an Industrial Building Owner	One (1) parcel of land measuring 208 ft. x 208 ft., upon which tenant is to own and occupy a building for a business use.	\$4,870.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	8/5/2003 8/4/2008	Four (4) renewals of five (5) year periods remain. Must give written notice three (3) months before the expiration of each existing term if Lessee desires to renew.

Lessee / Tenant Description	Physical Facilities	Amount	Additional Terms	Term Length	Begin/End Date	Renewal Options
Amendment No. 3 to Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 40 ft. x 50 ft., upon which tenant is to own and occupy a 30 ft. by 40 ft. hangar for personal and private use.	\$177.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	6/10/2003 6/9/2008	One (1) renewal of a five (5) year period remains. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 60 ft. x 76 ft., known as Hangar Lot 2-N, upon which tenant is to own and occupy a hangar for personal and private use.	Unavailable	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	5/24/2007 5/23/2012	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Amendment No. 3 to Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 30 ft. x 60 ft., upon which tenant is to own and occupy a hangar for personal and private use.	\$129.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	10 years	10/10/2000 10/9/2010	No renewal periods remain.
Amendment No. 1 to Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 58 ft. x 90 ft., upon which tenant is to own and occupy a 48 ft. by 80 ft. hangar for personal and private use.	\$522.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	5/1/2003 4/30/2008	Two (2) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.

Lessee / Tenant Description	Physical Facilities	Amount	Additional Terms	Term Length	Begin/End Date	Renewal Options
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 56 ft. x 55 ft., known as Hangar Lot 3C, upon which tenant is to own and occupy a hangar for personal and private use.	\$231.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	5/6/2003 5/5/2008	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 50 ft. x 55 ft., known as Hangar Lot 2C, upon which tenant is to own and occupy a hangar for personal and private use.	\$206.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	3/28/2003 3/27/2008	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Amendment No. 5 to Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 50 ft. x 62 ft., upon which tenant is to own and occupy a 40 ft. by 42 ft. hangar for personal and private use.	\$275.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	6 years	8/14/2002 8/13/2008	Two (2) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 65 ft. x 57 ft., known as Hangar Lot 10, upon which tenant is to own and occupy a hangar for personal and private use.	\$279.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	5/6/2003 5/5/2008	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.

Lessee / Tenant Description	Physical Facilities	Amount	Additional Terms	Term Length	Begin/End Date	Renewal Options
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 75 ft. x 120 ft., known as Hangar Lot 11-N, upon which tenant is to own and occupy a hangar for personal and private use.	Unavailable	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	3/21/2007 3/20/2012	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 80 ft. x 90 ft., known as Hangar Lot 9, upon which tenant is to own and occupy a hangar for personal and private use.	\$546.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	5/13/2003 5/12/2008	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 70 ft. x 85 ft., known as Hangar Lot 8, upon which tenant is to own and occupy a hangar for personal and private use.	\$446.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	7/26/2003 7/25/2008	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 75 ft. x 80 ft. upon which tenant is to own and occupy a hangar for personal and private use.	\$450.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	5/14/2004 5/13/2009	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.

Lessee / Tenant Description	Physical Facilities	Amount	Additional Terms	Term Length	Begin/End Date	Renewal Options
Memorandum of Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 70 ft. x 60 ft., known as Hangar Lot 10-N, upon which tenant is to own and occupy a hangar for personal and private use.	Unavailable	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	9/14/2006 9/13/2011	Four (4) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Amendment No. 3 to Lease between the State of Vermont and a Private Property Manager.	One (1) parcel of land measuring 2.07 acres upon which tenant is to sublease land for building construction and occupancy by the United States government.	\$4,473.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	1/15/2006 1/14/2011	One (1) renewal of a five (5) year period remains. Must give written notice four (4) months before the expiration of each existing term if Lessee intends to not renew.
Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 125 ft. x 45 ft., upon which tenant is to own and occupy a 120 ft. by 35 ft. hangar for personal and private use.	\$371.25 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	9/11/1998 9/10/2003	Two (2) renewals of five (5) year periods remain. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Amendment No. 2 to Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 30 ft. x 65 ft., upon which tenant is to own and occupy a hangar for personal and private use.	\$305.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	10 years	10/1/2002 9/30/2012	No renewal periods remain.

Lessee / Tenant Description	Physical Facilities	Amount	Additional Terms	Term Length	Begin/End Date	Renewal Options
Amendment No. 2 to Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 30 ft. x 85 ft., upon which tenant is to own and occupy a hangar for personal and private use.	\$307.00 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	10 years	7/1/2002 6/30/2012	No renewal periods remain.
Amendment No. 3 to Lease between the State of Vermont and a Private Hangar Owner	One (1) parcel of land measuring 43 ft. x 62 ft., upon which tenant is to own and occupy a section of a hangar for personal and private use.	\$339.43 per year The Consumer Price Index (CPI-U) is used for changes to rental fees.	No option to purchase or right of first refusal. Lessee may not sublease the premises without written consent of the Lessor.	5 years	12/5/1998 12/4/2003	One (1) renewal of a five (5) year period remains. Must give written notice six (6) months before the expiration of each existing term if Lessee desires to renew.
Amendment No. 3 to Lease between the State of Vermont and a Private Building Owner	Unavailable	Unavailable	Unavailable	1 year	6/6/2005 6/5/2006	One (1) renewal of a one (1) year period.

Appendix B: Incentives & Programs

Local & State Incentives & Programs

A more complete listing of State incentives and programs available to businesses in Franklin County include:

Local Incentives & Programs

- ***FCIDC Revolving Loan Fund:*** The Franklin County Industrial Development Corporation maintains this fund that is designed to provide small loans to clients whose business proposals do not meet the requirements for other loan programs or do not receive enough credit through a lending agency. The fund continues to grow through the repayment of loans with minimal interest. Potential uses for loans from the revolving loan fund include the purchase of real estate and equipment, working capital, and value-added agricultural.
- ***Economic Development Fund of Northern Vermont:*** The Economic Development Council of Northern Vermont (EDCNV) offers financial assistance to companies wishing to increase employment, improve wage scales, and to provide stability in cyclical industries. EDCNV works with several quasi-public and private lenders to loan the capital necessary for companies to complete the previous projects.
- ***Micro Business Loan Program:*** This microloan program was established by the EDCNV to assist small businesses with obtaining necessary funding. This program is intended to assist businesses with the financing of machinery, equipment, and working capital. Funding cannot be utilized for real estate purchase or existing debt. The lender also provides business planning, financial analysis, marketing, and advertising assistance to recipients, free of charge. A minimum of \$500 to a maximum total financing package of \$105,000 is available through the program.
- ***Northern Vermont Lending Partners:*** This microloan program was established by the EDCNV to assist small businesses with obtaining necessary funding. Similar to the Micro Business Loan Program, this program is intended to assist businesses with the financing of machinery, equipment, and working capital. Funding cannot be utilized for real estate purchase or existing debt. The lender also provides business planning, financial analysis, marketing, and advertising assistance to recipients, free of charge. The program is subsidized by the United States Small Business Development Association. A minimum of \$500 to a maximum total financing package of \$105,000 is available through the program. Requests for greater than \$15,000 in financing must be accompanied by a written documentation explaining why financing cannot be received from another source.
- ***Business Plan Development:*** The Vermont Small Business Development Center provides no-cost assistance in the development of a business plan as well as marketing and environmental issues.

State Incentives & Programs

- **Financial Services Companies Tax Credit:** Vermont offers a tax credit up to 75 percent off the state income tax, based on a formula that combines the company's in-state payroll and out-of-state revenues.
- **Sales Tax Exemption:** Vermont offers a sales tax exemption on certain building materials in excess of \$1 million.
- **Fuel and Electricity Sales Tax Exemption:** This exemption applies to sales of electricity, oil and other fuels used directly or indirectly in manufacturing tangible personal property for sales.
- **Equipment Sales Tax Exemption:** Machinery and equipment used directly or indirectly in manufacturing tangible personal property for sale.
- **Industrial Fuels and Raw Materials Tax Exemption:** Motor fuels, except for railroad and jet fuel; component parts for manufacturing, packaging, and shipping materials; and newspapers and tangible property used as ingredients in the manufacture of newspapers are exempt from sales taxation. An exemption from property taxation is provided for plants and shrubs in commercial nurseries or greenhouses.
- **Pollution Control Equipment Tax Exemption:** Real and personal property used to control air or water pollution is exempt from property taxation.
- **Energy and Fuel Conservation Measures:** Alternative energy sources used to generate electricity or energy not sold or exchanged may be exempted by municipalities from property taxation.
- **Small Business Investment Tax Credit:** The small business tax credit was retroactively amended (effective January 1, 1998) to allow a credit for the first dollar of investment, not only dollars expended over \$150,000, provided the investment exceeds \$150,000. A company may receive a credit in the amount equal to five to 10 percent of its investments within the state of Vermont in plants, facilities, and machinery and equipment. Requirements vary depending upon the number of employees in the business
- **Payroll Tax Credit:** It provides a credit against income tax liability equal to a percentage of increased payroll costs. A company with sales less than \$10 million may receive equal to 10 percent of its increased costs of salaries and wages in the applicable tax year.
- **Research and Development Tax Credit:** It provides a 10 percent tax credit against income tax for qualified research and development expenditures. Qualified R&D expenditures are those included in the IRS code.
- **Workforce Development Tax Credit:** A corporation can receive an income tax credit of 10 percent of its qualified training, education and work force development expenditures.
- **Export Tax Credit:** This provision allows exporting businesses to claim credit against income tax liability. The credit is the difference between income tax calculated under the existing state apportionment formula and the proposed formula, which double weights the sales factor and disregards "throwback" provisions.

- **Brownfields Property Tax Exemption:** Statewide education property tax exemptions are provided for expenditures incurred by a business for the construction of new, expanded or renovated facilities on contaminated property.
- **Vermont's Downtown Development Act:** Incentives include assistance with rehabilitation of certified historic or older buildings, sprinkler system rebates, reallocation of sales tax on construction materials, downtown transportation, related capital improvement fund, planning grant for qualifying for designation, and others.
- **Tax Increment Financing Districts (TIF):** The Vermont Economic Progress Council can approve applications from municipalities that wish to use the taxes generated on the excess property valuation for interest and principal repayment on bonded debt or prefunding future tax increment financing district debt. The use of TIF districts reduces out of pocket costs for developers whose projects will increase property values. In many cases, project financing by private interests cannot or should not be burdened by poor public infrastructure, which could make a much-needed project unfeasible if private financing is all that is available.

Appendix C: IMPLAN Results

Franklin County State Airport, VT

Employment

Sector Description		Direct	Indirect	Induced	TOTAL
1	11 Ag, Forestry, Fish & Hunting	0.0	0.0	0.0	0.0
19	21 Mining	0.0	0.0	0.0	0.0
30	22 Utilities	0.0	0.0	0.0	0.0
33	23 Construction	7.6	0.0	0.0	7.6
46	31-33 Manufacturing	0.0	0.0	0.0	0.1
390	42 Wholesale Trade	0.0	0.1	0.0	0.1
391	48-49 Transportation & Warehousing	0.0	0.1	0.0	0.2
401	44-45 Retail trade	0.0	0.1	0.4	0.5
413	51 Information	0.0	0.0	0.0	0.0
425	52 Finance & insurance	0.0	0.0	0.0	0.0
431	53 Real estate & rental	0.0	0.0	0.1	0.1
437	54 Professional- scientific & tech sv	0.0	0.1	0.0	0.1
451	55 Management of companies	0.0	0.0	0.0	0.0
452	56 Administrative & waste services	0.0	0.0	0.0	0.1
461	61 Educational svcs	0.0	0.0	0.0	0.0
464	62 Health & social services	0.0	0.0	0.5	0.5
475	71 Arts- entertainment & recreation	0.0	0.0	0.0	0.0
479	72 Accommodation & food services	0.0	0.0	0.2	0.2
482	81 Other services	0.0	0.1	0.1	0.2
495	92 Government & non NAICs	0.0	0.0	0.0	0.0
Total		7.6	0.7	1.5	9.8

Multiplier: 1.29

Income (\$)

Sector Description		Direct	Indirect	Induced	TOTAL
1	11 Ag, Forestry, Fish & Hunting	\$0	\$103	\$466	\$570
19	21 Mining	\$0	\$249	\$2	\$251
30	22 Utilities	\$0	\$123	\$282	\$406
33	23 Construction	\$245,468	\$334	\$257	\$246,060
46	31-33 Manufacturing	\$0	\$5,603	\$785	\$6,388
390	42 Wholesale Trade	\$0	\$2,237	\$2,105	\$4,342
391	48-49 Transportation & Warehousing	\$0	\$5,911	\$1,299	\$7,210
401	44-45 Retail trade	\$0	\$3,217	\$8,437	\$11,654
413	51 Information	\$0	\$341	\$485	\$825
425	52 Finance & insurance	\$0	\$891	\$1,268	\$2,159
431	53 Real estate & rental	\$0	\$448	\$768	\$1,215
437	54 Professional- scientific & tech sv	\$0	\$4,166	\$1,265	\$5,430
451	55 Management of companies	\$0	\$0	\$0	\$0
452	56 Administrative & waste services	\$0	\$724	\$395	\$1,119
461	61 Educational svcs	\$0	\$3	\$146	\$149
464	62 Health & social services	\$0	\$1	\$16,664	\$16,665
475	71 Arts- entertainment & recreation	\$0	\$19	\$202	\$222
479	72 Accommodation & food services	\$0	\$453	\$2,509	\$2,962
482	81 Other services	\$0	\$1,329	\$2,161	\$3,489
495	92 Government & non NAICs	\$0	\$628	\$1,612	\$2,240
Total		\$245,468	\$26,782	\$41,106	\$313,356

Multiplier: 1.27

Output (\$)

	Sector Description	Direct	Indirect	Induced	TOTAL
1	11 Ag, Forestry, Fish & Hunting	\$0	\$199	\$1,570	\$1,770
19	21 Mining	\$0	\$1,052	\$22	\$1,074
30	22 Utilities	\$0	\$559	\$1,280	\$1,839
33	23 Construction	\$650,000	\$1,061	\$770	\$651,831
46	31-33 Manufacturing	\$0	\$15,296	\$5,797	\$21,093
390	42 Wholesale Trade	\$0	\$5,926	\$5,574	\$11,500
391	48-49 Transportation & Warehousing	\$0	\$14,114	\$2,819	\$16,933
401	44-45 Retail trade	\$0	\$8,317	\$21,705	\$30,022
413	51 Information	\$0	\$1,664	\$2,304	\$3,968
425	52 Finance & insurance	\$0	\$3,246	\$4,969	\$8,215
431	53 Real estate & rental	\$0	\$2,128	\$4,562	\$6,690
437	54 Professional- scientific & tech sv	\$0	\$10,064	\$2,999	\$13,063
451	55 Management of companies	\$0	\$0	\$0	\$0
452	56 Administrative & waste services	\$0	\$1,926	\$1,074	\$3,000
461	61 Educational svcs	\$0	\$10	\$464	\$473
464	62 Health & social services	\$0	\$4	\$32,536	\$32,540
475	71 Arts- entertainment & recreation	\$0	\$113	\$828	\$941
479	72 Accommodation & food services	\$0	\$1,350	\$8,124	\$9,475
482	81 Other services	\$0	\$5,354	\$5,376	\$10,730
495	92 Government & non NAICs	\$0	\$3,015	\$33,932	\$36,947
	Total	\$650,000	\$75,399	\$136,705	\$862,104

Multiplier: 1.33