



Columbia Regional Airport 40 in 2020 Project

Background

In November of 2011, Mayor Bob McDavid asked the Columbia Chamber of Commerce to lead a project to improve service at the Columbia Regional Airport. The concern that airline service in Columbia was in jeopardy was based on the following:

- It was believed that 50-seat passenger jets such as the ones that were in use at Columbia Regional Airport were uneconomical and becoming obsolete.
- Delta Airlines had eliminated a mid-day flight from Columbia to Memphis.
- Ridership at Columbia Regional Airport had dwindled from an all time high of 67,558 passengers in 1978 to 38,000 travelers in 2011.
- According to industry experts, 100 of the 450 airports in the United States could lose service by the year 2020.

Chamber of Commerce Interest in Air Service

The Columbia Chamber of Commerce gladly accepted the responsibility of improving air service at the Columbia Regional Airport. The Chamber understands the importance of quality air service for the good of our members, the importance of air service on economic development and creating jobs. We also believe that air service is critical to attracting tourist and conventions to our area. And finally, quality air service to key locations is extremely important to the students and faculty at our regions colleges and universities.

Catchment Area

During the Chamber's research, we learned that only 8% of the 440,000 potential customers used Columbia Regional Airport. St. Louis, Kansas City and Springfield are the main competition for airline service to mid-Missouri travelers.

Key Stakeholders in the Effort

The Chamber believed that for this airport to be successful, a true public-private partnership must be achieved. We identified the following groups that needed to be included in the effort along with the business community.

- Cities of Columbia and Jefferson City as well as surrounding communities.
- University of Missouri, Columbia College, Stephens College and other interested colleges and universities
- Counties of Boone, Callaway and Cole County and others interested
- Regional business community
- State government
- Potentially the Lake of the Ozarks

Other Airport Models

Based on our own private research and the advice from airline consultants, we extensively researched other airports and found three main models we deemed to be successful regional airports. Those modeled and researched include the Central Illinois Regional Airport in Bloomington, IL; the Springfield-Branson National Airport in Springfield, MO and the Manhattan Regional Airport in Manhattan, KS.

Goals Established

The Chamber quickly identified that business travelers expect reliable service and comparable air fare when using the Columbia Regional Airport. The following goals were set forth to improve the market share at the Columbia Regional Airport.

- Attract additional 1-2 airlines to fly in and out of Columbia Regional Airport.
- Offer at least 6 departures per day.
- Increase our market share to 40% by the year 2020.
- Encourage airlines to use a minimum 66-seat passenger jets.
- Consistently sustain an 85% ridership that we are currently experiencing.

Improvements Needed

To meet those goals, the following improvements were identified.

- \$34 million runway expansion to be paid for by FAA funding, state assistance and local city government.
- \$14 million overpass funded by the Missouri Department of Transportation.
- A terminal expansion to be paid for by a number of revenue sources.
- Additional marketing money to encourage mid-Missouri travelers to use Columbia Regional Airport.
- An escrow fund of private money used to entice airlines to our community.

Escrow Fund Concept

Escrow funds have proven to be a successful tool in attracting airlines to a community. Using research learned from Manhattan, KS, we embarked on a concept where both public and private industry could pledge money to an escrow fund. That escrow fund would be used to negotiate with the airlines. Airlines would establish by contract their expected profits. If that profit is met, nothing would be withdrawn from the escrow fund. If that profit is not achieved, the difference would be withdrawn from the escrow fund. At the end of the contract, all remaining money in the escrow fund would be returned to the contributors.

Work Groups

To achieve the work necessary, the Chamber of Commerce established a 40 in 2020 Steering Task Force and four additional work groups. In all, over 65 people participated in this effort. In addition, a number of informational meetings were held to educate the business community about the importance of the Columbia Regional Airport.

Air Service

Purpose:

This work group set goals for revenue guarantees; coordinated a series of private sector meetings; participated in local educational meetings as needed; and conducted individual company meetings.

Accomplishments:

1. Raised \$643,500 from 39 mid-Missouri private companies to be used for attracting additional air service to Columbia. These pledges will be put in an escrow fund at the City of Columbia for future use.
2. The private money will be added to that offered by the City of Columbia, the University of Missouri, Boone County, City of Jefferson and Cole County.
3. This work group will continue to secure escrow funds, as needed, with an ultimate goal of \$1 million.

Recommendations:

- ***The escrow fund should be held by the City of Columbia as any contractual agreements will be between the City of Columbia and the airlines.***
- ***We believe that additional private funding may be available for future agreements.***
- ***The Chamber of Commerce will take the responsibility for securing those pledges, if necessary.***
- ***We strongly encourage the City of Columbia to work cooperatively with the City of Jefferson as we have seen great interest from both the public and private industry there. Cooperative arrangements should be continued to ensure the airports future success.***

Capital Campaign

Purpose:

This work group was tasked with finding sources of revenue to improve the Columbia Regional Airport terminal to meet future needs.

Accomplishments:

1. Researched other terminal projects and the funding used for those projects.
2. Visited the Central Illinois Regional Airport in Bloomington, IL to tour the facility and to discuss governance.
3. Met with local hotel and restaurant owners and managers to discuss the possibility of a hotel and/or restaurant tax.
4. Met with congressional staffs to research possible revenues from the FAA, and also with the Missouri Department of Transportation Multi-Model Director and Aviation Specialist.
5. Toured the airport terminal with representatives of the Americans with Disabilities Act and Services for Independent Living to review accessibility challenges at the terminal.
6. Laid the groundwork for the need for a new terminal and discussions of how to pay for improvements.
7. Reviewed the current airport budget and fees for accuracy.
8. Met with the City Manager and Mayor of Columbia to discuss the current conceptual drawing and the need for a more definite terminal drawing.

Recommendations:

- *We believe that the City of Columbia should move forward with building a new airport terminal at the Columbia Regional Airport.*
- *Top priority should be given to secure federal funding for this project with the assistance of an experienced firm familiar with the FAA process.*
- *The Chamber, City, County and other government agencies should work closely with our federal delegation to ensure that the Columbia Regional Airport is recognized in the Airport Improvements Plan administered by the FAA.*
- *Furthermore, we should advocate changes to the Airport Improvement Plan allowing airports that have come off of Essential Air Service to be given higher priority to address immediate needs.*
- *The Americans with Disability Act representatives should be involved in future talks about terminal upgrades in an effort to be in full compliance with federal law.*
- *In addition to the federal funding, the Chamber of Commerce supports an increase in the lodging tax of 1.5% and encourages the City of Columbia to pledge 1% from other city funds.*
- *Additional sources of revenue should be dedicated to building a new terminal including but not limited to a combination of paid and complimentary parking at the Columbia Regional Airport and dedicating any increase in the Passenger Facility Charge from new and additional flights to the terminal.*

Governance

Purpose:

This work group researched the best possible governing organization and structure for the airport, including the possibility of an Airport Authority.

Accomplishments:

1. Met with groups in Fulton, Jefferson City and Moberly to discuss the future of the airport.
2. Hosted the airport managers from the Springfield-Branson National Airport and the Joplin Regional Airport to learn the advantages of their airport structures.
3. Gathered information from multiple regional airports, specifically how they are governed and funded.
4. Met with members of the Airport Advisory Board and airport staff to discuss current airport governance.
5. Visited the Central Illinois Regional Airport in Bloomington, IL to tour the facility and to discuss their governance and staff.

Recommendations:

- *The roles and responsibilities of the Airport Advisory Board currently are unclear. Based on our research, it is our recommendation that we reorganize the Airport Advisory Board to be a policy-making board to focus on growing commercial air service, general aviation, airport facilities and operations that will serve the citizens of mid-Missouri.*
- *This newly formed Columbia Regional Airport Commission should include members of the major stakeholders in the airport including both public and private individuals.*

- *We contend that that Columbia Regional Airport is a regional asset and the newly formed Columbia Regional Airport Commission should have citizen input from Boone County and the contiguous counties surrounding Boone.*
- *The Chamber of Commerce suggests that the Columbia Regional Airport should be elevated to department level within the City and should not be encompassed within the Public Works Department. The Airport Manager should answer directly to the City Manager, with direct input from the newly formed Columbia Regional Airport Commission.*
- *Attached is a proposed ordinance change that should be considered when reorganizing the Columbia Regional Airport structure.*
- *The Chamber of Commerce and REDI actively lobbied for legislation to allow for an Airport Authority. We believe this is a viable governing structure for the future of this airport as the airport grows and attracts passengers from a wider geographical area.*

Public Campaign

Purpose:

This work group will assist with marketing materials and information to assist with fundraising; prepare a worksheet and talking points; drive utilization of the airport with new marketing ideas and concepts; and plan announcements as goals are met.

Accomplishments:

1. Assisted with the marketing materials and information for the escrow fundraising campaign.
2. Prepared talking points and community presentations about the airport.
3. Worked very closely with the Public Information Officer at the City of Columbia to assist in marketing new service at the airport.
4. Helped to formulate new marketing ideas and concepts for the airport.
5. Planned press conferences and activities surrounding the debut of any new air service at Columbia Regional Airport.
6. Influenced attitudes of chamber members and business travelers.

Recommendation:

- *The Columbia Chamber of Commerce should continue to use all forums they have available to ensure the business community's support for the airport.*
- *The Columbia Chamber of Commerce will do outreach programs with area travel agents, administrative assistants and other travel purchase influencers to encourage loyalty to the Columbia Regional Airport.*
- *Since a full-time marketing staff is not available, this committee recommends that the City of Columbia contract with the Columbia Chamber of Commerce to market the Columbia Regional Airport based on a mutually beneficial partnership.*
- *The Chamber suggests that research is necessary to gauge support for any future efforts at Columbia Regional Airport.*



COU and YOU Columbia Regional Airport

Current State of COU

- As of today, COU has service to Memphis on Delta Airlines.
- We have three flights daily to Memphis and beginning June 7 will have two flights to Memphis and one to Atlanta!
- The highest ridership at Columbia Regional Airport was in 1978 with 2 airlines and a total of 67,558 passengers.
- Today, we have approximately 38,000 travelers per year.

Hard, Cold Reality

- The options available to mid-Missouri travelers are dwindling as the face of air service at St. Louis Lambert and Kansas City International is changing drastically.
- 50-seat passenger jets are uneconomical and are being phased out by the airlines.
- 100 of the 450 airports will lose service by 2020.
- Are we in that 100?

Inaction means it's very possible.

What does air service mean to our community?

- Jobs generated in our community and jobs, infrastructure and services at the airport.
- Good for economic development in the entire region.
- Tourism attraction of national conventions with global connections.
- Tourism visits generated by our move to the Southeastern Conference (SEC).
- Fuels student and faculty recruitment and the University of Missouri's \$5-generating research enterprise.

What does air service mean to you?

- Additional income to our community means more revenue for you.
- Convenience for you and your employees in avoiding travel on I-70.
- Local travel is more cost-effective for both out of town travel and for those coming in to your company.
- Shorter commute times result in increased staff productivity.
- All adds up to additional revenue to your bottom line.

You Do The Math!

	<u>STL</u>	<u>COU</u>
Airfare	\$3,400	\$4,700
Mileage	\$1,469	\$0
Hotel	\$500	\$0
Parking	\$520	\$0
Staff Time	\$3,744	\$468
Total Cost	\$9,165	\$5,158

You save \$3,997!

Catchment Area



Moberly:	COU	2%
	STL	53%
	MCI	44%
	SGF	0%
Columbia:	COU	8%
	STL	60%
	MCI	31%
	SGF	1%
Jefferson City:	COU	5%
	STL	68%
	MCI	22%
	SGF	5%
Catchment Area:	COU	7%
	STL	62%
	MCI	29%
	SGF	2%

Source: Waskerkes Demand Analysis - June 2010

Columbia Regional Airport

Currently	Goal by 2020
1 Airline	2-3 Airlines
3 Departures/Day	6 Departures/Day
8% Market Share	40% Market Share
50-Seat Passenger Jets	Minimum 66-Seat Passenger Jets
80% Load Capacity	85% Load Capacity

How do we get there?

Capital Improvements:

- \$34 million dollar runway expansion
- \$14 million dollar Highway 63 overpass
- \$14-18 million dollar terminal expansion

Air Service:

- Additional marketing money to increase market share
- Escrow revenue guarantee to entice airlines

Escrow Fund Concept

- Used throughout the country to entice airlines.
- Private industries contribute to an escrow fund.
- Airlines are guaranteed a certain amount of revenue.
- If they do not meet that guarantee, then money is taken from the escrow and given to the airlines.
- If the guarantee is met, then the money is returned to the contributors.

Escrow Fund Management

- Contract is between the City of Columbia and the airline.
- Expectations of the airlines are very specific.
- Timeframe of the contract is negotiated and agreed upon.

40 in 2020 Taskforce

Key stakeholders:

University of Missouri
 Cities of Columbia and Jefferson City
 Counties of Boone, Callaway and Cole County
 Regional business community
 State government
 Potentially the Lake of the Ozarks

True public-private partnership!

Bloomington/Normal Schedule

- Atlanta
 - Delta 4x daily
- Chicago O'Hare
 - American Airlines 3x daily
- Dallas-Ft. Worth
 - American Airlines 1x daily
- Denver
 - Frontier 2x daily
- Orlando
 - Allegiant 3x weekly
- Detroit
 - Delta 2x daily
- Minneapolis-St. Paul
 - Delta 1x daily

COU and YOU – What can you do?

1. Contribute to the Escrow Fund.
2. Fly COU and commit to have your employees fly COU.
3. Examine unintended disincentives at your company.
4. Talk to your peers and encourage them to get involved in this effort.

Notes from Central Illinois Regional Airport in Bloomington, IL

Bloomington/Normal/McLean County:

- Bloomington is roughly 75,000; Normal is 45,000; and McLean County is 169,000.
- They have 1.8 million people within 90 miles of them.
- They have commercial service all around them in Peoria, Champaign, Springfield and Chicago.
- They recognize that State Farm has been a consistent traveler at their airport but with the economy they have seen that decrease. Other key customers at their airport include the Country Companies; and most visible at the airport was Mitsubishi.
- They get very little traffic from Illinois State as most of their students are from in-state. They see more traffic from the University of Illinois at Champaign.

Airport Authority and Funding:

- The airport is funded by a property tax of 4 cents/\$100 valuation in McLean County. That generates 35% of their revenue.
- The remaining 65% comes from fees, rent and various charges around the airport.
- They have rental from private hangers for State Farm, Country Companies and Mitsubishi. They also have a portion of the land that is still rented by a local farmer.
- Their Passenger Fee Charge is \$4.50 for every ticket issued. That money was used to bond the terminal improvements. The airlines collect that charge for a small fee.
- They changed the airport name in 1999 when they built the new terminal. That was very unpopular with the other communities in Central Illinois and is also not popular with the airlines. When the airlines do their advertising, they like to say what city they are in, not what area. They did not have strong feelings that the name has been either positive or negative.
- They are governed by an airport authority made up of 2 members from Bloomington, 2 members from Normal, and 3 from McLean County.
- They hire the airport manager who supervises 35 employees.
- They make all terminal improvements, and manage the day to day operations. In some cases they are involved in airline negotiation and in times that is done outside of their authority.

Terminal:

- Signage was good but nothing out of the ordinary.
- You could tell as soon as you saw the airport the success of the airport by the cars in the lot.
- Area around the airport was built up with hotels, restaurants and business parks.
- In 1999 they built their new terminal. In the early planning, they thought they would be able to sell retail and restaurant space and that people from the community would come out to the airport. Unfortunately 9/11 changed all of that. They have not been able to fill that space with much of it vacant today.
- The terminal has 8 gates with 6 jet ways. Very high tech with lots of computer portals and outlets on each seat.
- They continue to offer free parking with a shuttle service to the terminal. The current airport manager and COO come from the airline industry and both recognize they are missing out on large source of revenue but the airport governing board has held firm on the free parking.
- Their frequent flyer program within the airport has not been successful. They had a local company design the software. They have had challenges with the kiosks and finding rewards that mattered to their flyers. They offered discounts at their stores and restaurants and access to their VIP lounge. They are at a point where they need to make drastic improvements or scrap it all together.
- The terminal has room to expand. It is a two story terminal and they strongly argue against an escalator or even a two-story structure. They said if they had it to do over, they would keep everything on one floor.

Airlines:

- The airport success and overall turnaround took place in 1996 when Air Tran came to town. They are very sad to see that relationship end this year as Air Tran is leaving them.
- Things really started to pick up in 2001. They give a lot of the credit to a very aggressive airport manager that was a great salesman and sold both the airlines and the community on the fact that they could make their airport work. They asked who our airport manager is at seems to be a pretty close-knit industry.
- They just announced service to Denver on Frontier. This deal was generated by the Bloomington/Normal Chamber of Commerce. They were not sure but believed that was a \$400,000 revenue guarantee package.
- Allegiant Air will begin service there to Orlando on March 2.
- Other carriers include American Eagle, Delta and now Frontier.
- They fly to Atlanta, Chicago, Dallas, Detroit and Minneapolis with 26 flights per day.
- They attribute their success in attracting travelers solely to the low fares they are able to offer. They have the 2nd lowest fares in Illinois.



MBS International Airport
Saginaw, Michigan
Cost of the project - \$48 million

The MBS International Airport Commission approved a design in fall 2008 for a new terminal. The building is expected to be complete in three to five years, and is designed with area travelers in mind. Reynolds, Smith and Hills Inc. (RS&H), an aviation design and architectural firm that has worked on projects throughout the United States and abroad, developed the design after considering the values, culture and priorities of the communities served by MBS. The plan is to create a terminal that is a reflection of the area and that helps travelers look to the future.

- The flowing roof and open design convey the spirit of innovation that has been instrumental to the past and present success of the region.
- The interior spaces are flooded with daylight to create a bright, optimistic, uplifting design that is symbolic of the bright future of the area.
- The new terminal is a showcase for sustainability through energy-saving design elements and a commitment to using local materials and suppliers wherever possible.
- Convenience and easy access to the terminal building are top priorities in the overall layout of parking lots, rental car lots and other features.
- The terminal is designed to meet the needs of passengers, carriers and other tenants for the long term, with an overall structure that is easy to maintain, efficient to operate and easily adaptable to future needs.

The new MBS terminal will cost approximately \$48 million to build, but it will be done without the use of current or new local taxes. The project is eligible for funding under the Federal Aviation Administration's (FAA) Airport Improvement Program. These funds come from aviation and user fees specifically intended for airport projects. Our airport manager and commission have worked diligently to ensure that MBS would benefit from this funding, meeting regularly with FAA officials in Detroit and Washington, D.C. and enlisting the support of our legislators.

The initial FAA grant, for the design of the new terminal building, enabled MBS to contract with RS&H to develop a terminal design unique to our region. MBS also has secured FAA funding for land acquisition, utilities and relocation of some critical navigation equipment. In all, funding from the FAA will make up about 70 percent of the total cost of the new terminal project. The state of Michigan, which handles the distribution of the FAA funds to state airports, will provide a 2.5 percent match.

Another key source of funding comes from passenger fees generated by the use of the current facility, set by the federal government at \$4.50 per passenger. In addition, thanks to the prudent management of airport resources over several years, \$10 million of existing MBS funds have been pledged for the project.



**Dane County Regional Airport
Madison, Wisconsin
Cost of the project - \$68 million**

In 2000, runway 18/36 was reconstructed and new runway shoulders were added.

In 2001, a groundbreaking ceremony initiated a 5-year, \$68 million building project that doubled the size of the terminal to 274,000 square feet – the project remained on budget and on schedule. This project was designed to replicate the signature Frank Lloyd Wright, prairie style architecture– which features an elegant appearance with accents of cherry wood, polished granite and spun aluminum.

In 2002, the International Lane entrance drive was relocated and 250 parking stalls are added to the surface parking lot.

Also in 2002, Wisconsin Aviation completed its new general aviation terminal.

On June 21, 2006, a terminal dedication was held heralding a new era - A History of Progress -- A Future of Promise.

In 2010, a new glycol management system was installed to collect and treat airplane-deicing runoff. The system replaced an existing glycol retention pond.

Today, DCRA covers nearly 3,000 acres and serves over 1.5 million passengers.

In November of 2008 an additional parking structure addition was completed.



Manhattan Regional Airport
Manhattan , Kansas
Cost of the project - \$50 million

Manhattan Regional Airport consists of a 13,000 square-foot Passenger Terminal Building located at 5500 Fort Riley Boulevard. This facility, dedicated in January of 1997, is the newest terminal to serve the Flint Hills Region. The airport facility provides Commercial and General Aviation services.

American Eagle, the regional affiliate of American Airlines offers round-trip flights between Dallas/Fort Worth International Airport (DFW), Chicago O'Hare International Airport (ORD) and Manhattan Regional Airport (MHK). The service is operated with 50-seat Embraer ERJ-145 regional jets.

Chicago O'Hare International Airport is one of America's best-connected airports and for many years was the USA's busiest airport. Over 70 million people a year travel through Chicago O'Hare International Airport, voted "Best Airport in North America" in 2000 by international travelers surveyed in Business Traveler magazine. For the tenth consecutive year, O'Hare International Airport received the 2009 Global Traveler Award for "Best Airport in North America." Located 20 miles northwest of downtown Chicago, O'Hare International Airport provides excellent connections to the United States and to the world and excellent transport links to Chicago by public transport, hire car or shuttle service.

DFW International Airport offers nearly 1,900 flights per day and serving 57 million passengers a year. American Eagle provides MHK access to the world's third busiest airport and one rated the Best for Customer Service in North America by an Airports Council International survey of passengers in 2006 and 2007. DFW International Airport provides non-stop service to 135 domestic and 38 international destinations worldwide.

So, flights out of and to Manhattan Regional Airport now connect to anywhere in the world.

To complete your travel experience, the airport also offers services from Hertz Rent-a-Car, Enterprise Rent-a-Car, and Landmark Bank ATM.

General Aviation services at the airport include air charter, flight instruction, air photo, major aircraft maintenance, transient aircraft refueling (Jet-A and 100LL), tie-down, and Hangar Rental.



Central Illinois Regional Airport
Bloomington, IL
Cost of project - \$14 million

The Central Illinois Regional Airport opened the doors to its new \$14 million terminal building on Monday, November 5, 2001. For more information or questions please call the Airport Authority at (309) 663-7383.

"We're Spreading Our Wings" -- The Central Illinois Regional Airport terminal facility is three times larger than the previous terminal and offers improved amenities for both travelers and the community. Parking has been doubled to over 2900 spaces and will remain free to our passengers. Four ground level boarding gates, and five second level boarding gates are available. A retail area, full service restaurant, and two baggage carousels will all contribute to enhancing the travel experience from CIRA.

The four airlines serving Central Illinois Regional Airport provide air service unmatched in central Illinois. AirTran's daily jet flights to Atlanta and four times weekly to Orlando, Delta service to Atlanta, Detroit, and Minneapolis-St. Paul, and American Eagle to Chicago O'Hare and Dallas Ft. Worth, combine to offer the central Illinois air traveler links to virtually any destination in the world.



Springfield-Branson National Airport
Springfield, Missouri
Cost of project - \$117 million

The 275,000 square foot building replaced the 175,000 foot existing terminal, which has been in use since 1965. Construction of the new terminal began in June of 2006.

The new terminal features 10 gates with room to expand to 60, multiple scanners and screening lines, a restaurant and retail space. There is a waiting area for friends and family with a window for viewing planes and a children's play area. The architect—RS & H out of Florida—designed the new terminal around the theme "the Ozarks."

2 foot by 2 foot tiles on the building's inside walls are designed to create the illusion of a limestone bluff. Canopies that hold up the roof are abstract trees, and curvy lines throughout the space represent water. There are some environmentally-friendly features: the light roof colors minimize heat absorption, and the building drainage systems will store and treat de-icing fluid used on airplanes during the winter months. The fluid will be stored until it's harmless to the environment. The new building is on the opposite side of the airport from the old one, so there will be a new way to get to it.

The new terminal will allow the loading of 14 planes at once, and space for bag screening will be considerably bigger in the new terminal. This airport grows three percent a year, so they built this building for 25 years out.

The new building is costing the airport \$117 million dollars. \$97 million is being paid for through revenue bonds issued by the airport, which will be paid back over 30 years. No tax money is being used to pay for the project. Although the city of Springfield owns the airport, revenue generated from ticket sales among other things, is used to operate the airport and is being used to fund the new facility. \$20 million dollars for the project came from the Federal Aviation Administration.



Joplin Regional Airport
Joplin, Missouri
Cost of project - \$15 million

Airport officials and city leaders were joined by U.S. Rep. Roy Blunt on Sunday afternoon to dedicate the \$15 million terminal at 7331 N. Highway 43 and to open the doors to visitors for tours. Blunt referred to the new terminal and the new \$3.5 million air traffic control tower as the "front door" to the community.

The new terminal and tower were needed, Blunt said, because the Federal Aviation Administration, which provided 90 percent of the construction costs, has tightened regulations, especially security, that are difficult to meet in older airports.

The upstairs area features offices, a conference room and a training center that opens to an open-air deck facing the runways. A business center will offer space for the working traveler. The 22,000-square-foot terminal also will house rental car companies, vending machines and seating.

Stockam justified the expense for the terminal. "That's federal tax dollars that are going to go somewhere," he said. "If not us, then some other community would get them."

The new terminal at the Joplin Regional Airport replaces the terminal that was built in 1948 and served as a campaign stop in 1960 for presidential candidate John F. Kennedy.



Wilmington International Airport

Wilmington, North Carolina

Cost of project - \$6.5 million

Wilmington International Airport is a conveniently located in-town airport, just minutes from downtown Wilmington, North Carolina. Serving southeastern North Carolina, the airport location is close to several popular beach areas including Wrightsville Beach, Kure Beach, Carolina Beach, Bald Head Island and others.

There is one terminal with one concourse.

Non-Stop flights include flights to New York (LGA), Atlanta, Charlotte, Philadelphia, Washington, DC, Chicago (starting July 2011) and Orlando-Sanford with one-stop connecting service to hundreds of domestic and international destinations.

Terminal was built in 1985 for a cost of \$6.5 million. By 2001, their facility would have been 15 years old and was ready for an upgrade. They started a \$9 million renovation that was completed in 2004. They spent \$350,000 on security issues in 2011.

Overview of Accessibility Issues with The Columbia Regional Airport

Conducting survey: Jim DeYoung-Great Plains ADA
Aimee Wehemeier-Services for Independent Living
Scout Merry-Services for Independent Living

Parking, Entrance and Lobby Area:

The concrete, all around the building, does not constitute a smooth and level surface. In some places this makes travel difficult, in other places it is out of compliance and a very real hazard.

Accessible parking signs are too low, they are out of code.

The truncated domes are not to code.

Ramp from parking area going toward front entrance needs handrails due to slope (rise?)

The front doors are out of compliance due to lack of backup power supply. This is critical.

The doorway to the smoking area is not accessible due to threshold rise; it must be less than ¼ inch.

Fixed seating leaves no emergency wall space for people using wheelchairs. The only wall space has trash and recycling receptacles. They could be moved as part of emergency procedures.

All fixed seating leaves no seating options for passengers traveling together with a wheelchair user in the group.

Men's Restroom:

Pipes need to be wrapped.

Trash can needs to be in different location.

Hooks need to be lowered. (second set, like in Women's restroom is suggested)

Signage should be beside door for code.

(Following items are not out of code, but changes can be made for greater accessibility.)

Back of toilet should have a flat surface for stabilization.

Automatic door opener would be very helpful.

Toilet paper dispenser that is easier and more continuous.

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Women's Restroom:

Pipes need to be wrapped

Trashcan needs to be moved.

Door does not meet code. Door opener would solve this, otherwise it would require moving walls or entrance to bathroom.

Second grab bar is needed behind toilet.

Signage should be beside door for code.

(Following items are not out of code, but changes can be made for greater accessibility)

The paper towel dispenser is in the line of travel for a person with a visual impairment.

It also takes travel to get to dispenser, so for a manual wheelchair user, this requires pushing the chair with wet hands to get to towels to dry their hands. Could be moved to sink area and be more convenient for all users.

Back of toilet should have a flat surface for stabilization.

Toilet paper dispenser that is easier and more continuous.

Restaurant:

The restaurant is inaccessible. The sign for "accessible use" is not accurate, convenient or helpful. Were not able to review the restaurant due to the inaccessibility.

Holding Room and Loading Area:

Ramp to the holding room area needs to have less than 5% slope.

The handrail for the holding room ramp is too narrow.

The trashcan in the holding room is inaccessible.

The exterior ramp has appropriate slope but the handrail is too high. Code is 34-38 inches and this handrail is at 44 inches.

The plane lift, although it may be legal and provide you with the ability to say that planes are accessible, is not a lift that gives confidence to wheelchair users. Both wheelchair users reviewing this facility would refuse to use that lift.

The lift to the plane requires transfers and loading to be done with exposure to all types of weather. Without a covered jetway to make this transfer, the time required to use the lift places an undue burden on the passenger.

Funding Mechanism	Current Fee	Total Revenue	Proposed Fee	Estimated Revenue	Increase
Lodging Tax	4%	\$ 1,978,396	5.5%	\$ 2,720,295	\$ 741,899
Tourism Development Program/CVB	1% of hotel taxes collected annually	\$ 500,000	\$250,000	\$ 250,000	\$ 250,000
Transportation Sales Tax	0.5%	\$ 9,360,995			
Property Tax for City of Columbia	\$0.41	\$ 6,893,193			
Motor Vehicle Sales	\$1.50	\$ 832,403			
Cigarette Tax	\$.10 per package	\$ 619,780			
Fuel Tax	\$.17 per gallon	\$ 2,377,582			
Restaurant Tax		\$ -	1/8 cent	\$321,453	\$321,453
Tourism Attraction Sales Tax		\$ -			
Car Rental Fee		\$ -			
Airport Operating Revenues					
Passenger Facility Charge	\$4.50	\$ 130,383	\$4.50	\$ 422,100	\$ 251,000
Car Rental	10% of gross receipts	\$ 111,078	10% of gross receipts	\$ 111,078	\$ -
Farm commission	1/3 of gross crop receipts	\$ 35,000	1/3 of gross crop receipts	\$ 35,000	\$ -
Ground Rent	\$0.08 per sq. ft	\$ 45,844	\$0.08 per sq. ft	\$ 45,844	\$ -
Hangar Rent	\$0.08 per sq. ft	\$ 54,775	\$0.08 per sq. ft	\$ 54,775	\$ -
Farm Land Rent	\$45.00 per acre	\$ 336	\$45.00 per acre	\$ 336	\$ -
Enplanement Rent	.70 cents per enplanement	\$ 23,100	.70 cents per enplanement	\$ 23,100	\$ -
Landing Fees	\$0.62 per 1,000 lb	\$ 23,462	\$0.62 per 1,000 lb	\$ 23,462	\$ -
Tie Down	60% of gross receipts	\$ 500	60% of gross receipts	\$ 500	\$ -
Hangar Aircraft	3.75% of gross receipts	\$ 8,500	3.75% of gross receipts	\$ 8,500	\$ -
Fuel Sales	\$0.04 per enplanement	\$ 30,000	\$0.04 per enplanement	\$ 30,000	\$ -
Flight Instruction	3% of gross	\$ 600	3% of gross	\$ 600	\$ -
General Commissions/FBO		\$ 3,000		\$ 3,000	\$ -
General Commission/Other	\$15.00 per sq.ft	\$ 76,000	\$15.00 per sq.ft	\$ 76,000	\$ -
Law Enforcement Fee	\$0.90 per enplanment	\$ 29,700	\$0.90 per enplanment	\$ 29,700	\$ -
Counter/Office Rent	\$15.00 per sq.ft	\$ 66,435	\$15.00 per sq.ft	\$ 66,435	\$ -
Gross Receipts Tax/Transportation Funds		\$ 7,776,443		\$ 7,776,443	\$ -
Paid Parking	\$0	\$ -	\$5	\$ 547,500	\$ 438,000
**All fees were adjusted in the past 12 months to reflect market					

Ranking by City Name				Ranking by Tax Percentage		
City	Lodging Tax	Notes		City	Lodging Tax	Notes
Boonville	4%			Kansas City	9.20%	Lodging Tax 7.2%
Branson	5.50%	Tourism Tax 4%				Restaurant 2%
		Restaurant 1/2%				Rental Car \$4.00/day
		Retail 1%		St. Louis	7.25%	
Cape Girardeau	5%	Lodging Tax 4%		Jefferson City	7%	
		Restaurant 1%		Independence	6.50%	
Carthage	4%			Hannibal	6%	
Chillicothe	4%			St. Joseph	6%	
Columbia	4%			Branson	5.50%	Tourism Tax 4%
Hannibal	6%					Restaurant 1/2%
Independence	6.50%					Retail 1%
Jefferson City	7%			Cape Girardeau	5%	Lodging Tax 4%
Joplin	4%					Restaurant 1%
Kansas City	9.20%	Lodging Tax 7.2%		Lake of the Ozarks	3%	Camden/Morgan
		Restaurant 2%			5%	Miller
		Rental Car \$4.00/day		O'Fallon	5%	
Lake of the Ozarks	3%	Camden/Morgan		St. Charles - County	5%	
	5%	Miller		Springfield	5%	
Lebanon	3%			Boonville	4%	
Maryland Heights	0.50%			Carthage	4%	
Platte County	0.25%			Chillicothe	4%	
Rolla	3%			Columbia	4%	
O'Fallon	5%			Joplin	4%	
St. Charles - City	1%	Hotels and Restaurants		Sikeston	4%	
St. Charles - County	5%			Lebanon	3%	
St. Peters	2%			Rolla	3%	
St. Joseph	6%			St. Robert	3%	
St. Louis	7.25%			Washington	3%	
St. Robert	3%			Warrensburg	2.50%	
Ste. Genevieve	2%			Ste. Genevieve	2%	
Sedalia	\$2.00 per night			St. Peters	2%	
Sikeston	4%			St. Charles - City	1%	Hotels and Restaurants
Springfield	5%			Maryland Heights	0.50%	
Warrensburg	2.50%			Platte County	0.25%	
Washington	3%			Sedalia	\$2.00 per night	

<u>Funding Mechanism</u>	<u>Current Fee</u>	<u>Total Revenue</u>	<u>Proposed Fee</u>	<u>Estimated Revenue</u>	<u>Increase</u>
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Chapter 3 AIRPORT

Section 3-0A ARTICLE I. IN GENERAL

Section 3-1 Columbia Regional Airport.

Section 3-2 Definitions.

Section 3-3 Reserved.

Section 3-4 Airport manager--Office created; appointment.

Section 3-5 Same--Responsibilities.

Section 3-6 Rules and regulations for the operation and use of airport.

Section 3-7 License or permit revocation.

Section 3-8 Violations.

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Section 3-22 Powers and duties.

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Section 3-40A ARTICLE III. COMMERCIAL USE REGULATIONS

Section 3-41 Commercial use; generally.

Section 3-42 Commercial use by taxis; permit issuance.

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Section 3-44 Commercial use by taxis and limousines; restrictions.

Section 3-45 Revocation of taxi or limousine permits.

Section 3-46 Lease of parking space for commercial vehicles.

Section 3-47 Agreements for advertising space in main terminal.

Section 3-1 Columbia Regional Airport.

(a) The city shall establish and maintain a certificated airport to be known as Columbia Regional Airport. The airport's mission shall be to provide, operate and develop premier air transportation facilities that offer superior standards of customer service and excellence while maintaining the highest levels of safety, convenience and efficiency for both commercial and general aviation customers.

(b) All ordinances of the city shall be in full force and effect within the boundaries of the airport. The airport boundaries are hereby defined as including all real property owned, leased, or controlled by the city for airport purposes.

Section 3-2 Definitions.

As used in this chapter, the following terms shall be defined as designated:

Airport shall mean the Columbia Regional Airport.

~~*Board* shall mean the airport advisory board.~~

City shall mean the City of Columbia, Missouri.

City manager shall mean the City Manager of the City of Columbia or his designee.

Commercial enterprise shall mean any activity for which a payment or charge shall be made.

Commission shall mean the Columbia Regional Airport Commission.

Council shall mean the City Council of the City of Columbia, Missouri.

~~*Director* shall mean the Director of Public Works of the City of Columbia, Missouri.~~

Limousine shall mean any motor vehicle, other than a taxi, offered to the public by a public limousine business for the purpose of carrying or transporting passengers for a fixed charge or fee, or any hourly rate.

Limousine service shall mean the business of offering to the public motor vehicles for carrying or transportation of passengers between Columbia Regional Airport and points within the city for a fixed charge or fee, or offering a vehicle with driver for transportation of passengers at an hourly rate.

~~*Manager* shall mean the airport manager.~~

Taxi shall mean any motor vehicle, other than a limousine, offered to the public by a public taxicab business for the purpose of carrying or transporting passengers for a charge or a fee.

Section 3-4 Airport manager--Office created; appointment.

The position of airport manager is hereby established. The airport manager shall be selected by and be immediately responsible to the directorcity manager and may be dismissed or removed by the directorcity manager.

Section 3-5 Same--Responsibilities.

The airport manager shall have immediate charge of activities at the airport. The duties of the airport manager shall include, but not be limited to:

- (1) Managing the airport's business operations and financial functions;
- (2) Promoting the development and efficient utilization of airport properties;
- (3) Enforcement of all federal, state, and municipal laws and regulations at the airport.

- (4) Supervision of all city employees at the airport.

Section 3-6 Rules and regulations for the operation and use of airport.

The ~~director, after consultation with the airport advisory board,~~commission may adopt rules and regulations for the operation and use of the airport. Such rules and regulations and amendments thereto shall become effective upon the approval of the council by ordinance and shall be posted in a conspicuous place or places at the airport. Violation of such rules and regulations shall be unlawful.

Section 3-7 License or permit revocation.

(a) The ~~director~~city manager may revoke or suspend any license or permit granted pursuant to the provisions of this chapter whenever he shall find, after a hearing, that the licensee or permittee has violated any provision of this chapter or any rule or regulation adopted pursuant to section 3-6 or when any licensee or permittee shall have been convicted in municipal court of violating any city ordinance. In such case all license or permit fees paid by said licensee shall be forfeited.

(b) The licensee or permittee may appeal any revocation or suspension to the city council. Such appeal shall delay the revocation or suspension until the city council conducts a hearing and either upholds, overrules, modifies, or amends the ~~director's~~city manager's action.

(c) The airport manager may immediately suspend any license, contract, permit, enterprise, or conduct whenever an emergency exists or the continuance of said license, contract, permit, enterprise or conduct poses an immediate threat to the health, safety, or welfare of others. The ~~director~~city manager may continue the suspension, regardless of an appeal, if an emergency or threat to safety continues in existence.

Section 3-8 Violations.

It shall be unlawful for any person to:

(1) Enter any restricted area at the airport posted as being closed to the public except:

a. Those persons assigned to duty therein.

b. Those persons authorized by the ~~director~~city manager or the airport manager.

c. Passengers under appropriate supervision entering the aircraft parking apron area for the purposes of embarkation and debarkation.

(2) Solicit funds for any purpose or offer merchandise or services for sale on airport property without the permission of the ~~director~~city manager or airport manager.

(3) Post, distribute, or display signs, advertisements, circulars, or other printed or written matter on airport property except with the approval of the ~~director~~city manager or airport manager under such terms and conditions as may be prescribed.

(4) Operate any vehicle for hire from the airport unless such operation conforms to the city ordinance or is with the approval of the city council and under such terms and conditions as may be prescribed.

(5) Operate any vehicle on any aviation ramp, landing area or air operation area without authorization from the airport manager.

(6) Park any unattended vehicle in any area used for the operation, taxiing, landing, taking off, or parking of aircraft.

(7) Operate any motor vehicle (except emergency vehicles) in excess of fifteen (15) miles per hour in an air operation area.

(8) Operate any vehicle, aircraft, or mechanized equipment on airport property while under the influence of drugs or alcohol.

(9) Smoke on the aviation ramp, landing area, or any other area designed for the operation of aircraft or in any space within one hundred (100) feet of any fuel carrier not in motion, or within one hundred (100) feet of a fueling operation in progress.

(10) Fuel or defuel any aircraft fuel tank in any building or structure, or within twenty-five (25) feet of any service hangar; or deposit or drain onto, or leave any aviation fuel, lubricant, oil, grease, chemical, or other harmful liquid or material on any paved surface of airport property.

(11) Transport or store fuel on airport property in bottles, cans, or any other container with less than fifty (50) gallons capacity or fuel any aircraft from such container, except as permitted in writing by the airport manager.

(12) Operate or taxi any aircraft when the engine is running unless the operator is a licensed pilot or mechanic.

(13) Start an aircraft engine or leave any aircraft unattended while an engine is running with no one at the controls.

(14) Fail to yield to taxiing aircraft.

Section 3-20A ARTICLE II. COLUMBIA REGIONAL AIRPORT ADVISORY BOARD COMMISSION

Section 3-21 Creation; membership.

(a) There shall be an airport advisory board commission composed of ~~thirteen (13)~~ seventeen (17) members. who represent a combination of public and private sectors within Columbia and the mid-Missouri region. All members shall be selected based on their interest and commitment to ensuring the airport fulfills its mission as provided in Section 3-1. Seven (7) members shall be appointed by the council to serve without compensation for a term of four (4) years. These members shall be persons deemed by the council to be specially interested in and familiar with the subject of aviation and shall be registered voters of the city. The governing bodies of Boone County, Jefferson City, Fulton and Ashland shall each appoint one member. The board of directors of Missouri CORE Partnership, Inc. shall appoint one nonvoting member. The director or the director's designee shall be a nonvoting member. The council shall appoint nine (9) members representing a cross section of the mid-Missouri region, including Columbia and any

city within Boone County or a contiguous county. These members shall be registered voters of the city or county from which they were selected. The city manager shall publish notice of vacancies of council appointed positions in a manner and form determined by the city manager to reasonably notify potential members within the eligible region. The remaining eight (8) members shall be appointed by the governing bodies of the following private sectors: Boone County shall appoint one (1) member; Cole County shall appoint one (1) member; the Columbia Chamber of Commerce shall appoint one (1) member; the Jefferson City Area Chamber of Commerce shall appoint one (1) member; the City of Jefferson shall appoint one (1) member; the University of Missouri – Columbia shall appoint one (1) member; Regional Economic Development, Inc. shall appoint one (1) member; and the Columbia Convention and Visitors Bureau shall appoint (1) member.

(b) All members of the commission shall serve without compensation for a term of four (4) years, with the term of the initial members to be staggered as determined by the commission.

(c) Vacancies in ~~council appointed positions~~membership shall be filled ~~by the council~~ for the unexpired terms only.

Section 3-22 Powers and duties.

(a) The ~~board~~commission shall ~~make a continuous study of airport needs and of aviation in the area, and shall make recommendations to the council for the development and use of the airport~~ have the responsibility and authority to take all actions necessary or appropriate to ensure the airport fulfills its mission as provided in Section 3-1. This authority includes, but is not limited to, assisting the airport manager in establishing and administering airport policies, planning, capital improvements, marketing, negotiation of major contracts and any other matters that the city manager requests.

(b) ~~During June of each year, t~~On an annual basis, the ~~board~~commission shall select a secretary, who shall keep a record of its activities and action, a chair, who shall be the presiding officer of the ~~board~~commission, and a vice chair who shall preside in the absence of the chair. ~~The chair and vice chair must be members appointed by the council.~~

Section 3-23 Meetings; attendance; quorum.

The ~~board~~commission shall hold regular meetings at such times as it shall fix, and other meetings at the call of the chair. The city manager shall receive notice of all meetings of the ~~board~~commission. The chair of the ~~board~~commission is authorized to excuse any member from attendance at a ~~board~~commission meeting; provided, that the member requested to be excused before the meeting. Any member who is absent, without being excused, from twenty-five percent of the regular ~~board~~commission meetings held in a calendar year shall automatically forfeit the office. Any member who is absent, without being excused, from three consecutive regular meetings shall automatically forfeit the office. It shall be the duty of the chair to promptly notify the council of the vacancy. A quorum for the transaction of business at such meetings shall be a majority of the duly appointed voting members of the ~~board~~commission.

Section 3-40A ARTICLE III. COMMERCIAL USE REGULATIONS

Section 3-41 Commercial use; generally.

(a) No person shall engage in any commercial enterprise at the airport, without entering into a contractual agreement with the city and obtaining all necessary licenses and permits.

(b) For purposes of this section, commercial enterprise shall include but not be limited to the following:

(1) Repair and/or service aircraft;

(2) Store and handle aircraft;

(3) Sell new, used, or reconditioned aircraft;

(4) Sell aircraft parts and accessories;

(5) Handle, store, or sell fuel, oil or petroleum products;

(6) Operate a concession, vending machine, automobile rental agency;

(7) Transport freight, mail or other articles;

(8) Offer or provide passenger flight, air taxi service, rental or charter;

(9) Operate a scheduled commercial airline or scheduled commercial ground transportation services;

(10) Offer pilot instruction;

(11) Other commercial enterprise of any sort or character.

Section 3-42 Commercial use by taxis; permit issuance.

(a) The airport manager is hereby authorized to designate an area for the exclusive use of taxis, and to limit the solicitation of business by operators and owners of such vehicles to that area.

(b) Operating permits for each taxi may be issued by the airport manager for a period not to exceed one (1) calendar year upon a showing that:

(1) Each taxi is licensed by a city, when required.

(2) Each taxi is clearly and permanently marked as a taxi and has an approved meter and a functioning two-way radio with communications to a base station that is capable of summoning emergency aid.

(3) Each person operating a taxi does possess a valid chauffeur's license issued by the State of Missouri.

(c) A fee may be charged for such permit as set forth in the airport rules and regulations.

Section 3-43 Commercial uses by limousines; permit issuance.

(a) The airport manager is hereby authorized to designate an area for the exclusive use of each limousine service operating to and from the airport and to limit the solicitation of business by the operators and owners of such vehicles to that area.

(b) Operating permits for each limousine may be issued by the airport manager for a period not to exceed one (1) calendar year upon a showing that:

(1) Each limousine is licensed by the State of Missouri and the Public Service Commission when required;

(2) Each limousine is licensed by the city to which it operates when required;

(3) The owner or operator can present proof to the airport manager that each limousine is in good mechanical condition and has been inspected by a certified mechanic within thirty (30) days of the application for such permit;

(4) Each limousine has a functioning two-way radio with communications to a base station that is capable of summoning emergency aid;

(5) The owner or operator of each vehicle owns and maintains a policy of liability insurance for each limousine as approved by the city finance director;

(6) Each person operating a limousine does possess a valid chauffeur's license issued by the State of Missouri.

(c) Each person operating a limousine must obtain a City of Columbia chauffeur's license.

(d) All limousines must be maintained clean and in good mechanical condition and all drivers must be clean and well groomed at all times.

(e) Current limousine rates must be posted in the vehicle and in the airport manager's office.

(f) A fee may be charged for such permit as set forth in the airport rules and regulations.

Section 3-44 Commercial use by taxis and limousines; restrictions.

(a) It shall be unlawful for the owner or operator of any taxi or limousine to park, stand, or stop said vehicle or to solicit business in any area within the airport other than the area designated by the airport manager.

(b) It shall be unlawful for the owner or operator of any vehicle to park, stand or stop such vehicle within the area designated by the airport manager for the exclusive use of taxis and limousines unless such vehicle shall display a valid operating permit issued pursuant to this chapter and shall display a placard in a window of the vehicle designating the city from which said vehicle is licensed.

Section 3-45 Revocation of taxi or limousine permits.

In the event any taxi or limousine is found to be in violation of this chapter, the airport manager may immediately suspend its permit by removing the same from the vehicle. Suspensions shall

be for a period of from five (5) to thirty (30) calendar days depending upon the severity of the offense. Suspensions may be appealed by the filing of a written request for a hearing with the directorcity manager within ten (10) calendar days of the date of suspension. The filing of a written appeal by the permittee shall serve to delay the imposition of the suspension until a final decision by the directorcity manager. The director'scity manager's decision may be appealed to the council in the same manner as provided in section 3-7(b).

Section 3-46 Lease of parking space for commercial vehicles.

(a) The airport manager may lease space on airport property for parking of vehicles involved in commercial uses at the airport.

(b) The monthly rate to be charged each lessee of such parking shall be as follows:

1 or 2 vehicles....	Fifty Dollars (\$50.00) per vehicle
3 or more vehicles....	Forty Dollars (\$40.00) per vehicle

(c) Lessees of such parking space shall be bound to comply with all federal, state and local regulations relating to lease of property at airports.

Section 3-47 Agreements for advertising space in main terminal.

The airport manager is authorized to execute agreements for advertising space in the main terminal at the airport. The form and content of the agreements shall be substantially in accordance with contract forms approved by the City Council.

When will the overpass to COU be done?

Thanks to the work of MODOT and our local legislators, the overpass was completed in November of 2012.

Can we improve the signage at COU?

The signage at the airport will improve significantly once the construction on Highway 63 and Route HH is completed. In addition, new signage is part of the plans in future terminal improvements.

Is there an airport shuttle in town?

Most of the local hotels do offer free shuttle service. Plus, you can always catch an affordable cab to and from the airport.

Where can I make reservations?

We have three convenient ways of booking flights:

- 1) www.aa.com or www.Frontierairlines.com
- 2) www.FlyMidMo.com, which includes additional information about the airport.
- 3) Most travel sites will list Columbia Regional Airport under the designation "COU".
- 4) And finally, if you are working with a travel agent, ask them check Columbia Regional Airport.

How much does it cost to park at COU?

Parking at Columbia Regional Airport is free!

Is there a restaurant at the airport?

The Skyline Café is a privately owned restaurant at the airport. Their hours are Monday-Friday from 6:00 am – 2:00 pm. There are vending machines located in the terminal and the waiting area. Also, you will find locally produced Quaker Oats rice cakes in the waiting area for your pleasure.

Does the airport have free Wi-Fi?

The Columbia Regional Airport does have free Wi-Fi. You will also have access to electrical outlets, local news and upcoming area events and information.

What time do I need to get there to check in?

You will be expected to arrive 1 hour prior to your departure. In order to prepare your flight for an on-time departure, the ticket counter will close 30 minutes prior to departure.

Can you do self check-in?

Yes, airlines offer the same self check-in kiosks available at other airports. If you prefer to speak to an agent to check-in, the friendly staff will be glad to assist you.

How long does it take to get through security?

Even though the lines are much shorter and more efficient at Columbia Regional, TSA screenings are universal regardless of the airport. Once you are screened at Columbia Regional Airport, you won't have to go through screening again at the connecting airport. You can expect the same thorough process and should expect the same rules as other airports, all for your safety.

Why isn't there a restroom once you get through security?

It is our hope that in the very near future, the City of Columbia will have the funding available for a new terminal which will include restrooms in the waiting area. There are restrooms located in the terminal and on the plane.

Are rental cars available at the airport?

Yes, both Hertz and Enterprise have rental car service in the terminal.

Does the airport have jet ways?

No, you will be ushered outside the terminal to board via steps into the airplane. Climate controlled jet ways onto the plane are planned with future terminal improvements. The new 138-seat passenger Frontier jet does have a loading ramp up to the aircraft.

Is the airport accessible for disabled individuals?

Yes, for the most part. The City of Columbia has done their best to offer a pleasant experience to our disabled passengers. Unfortunately, there are still a number of limitations at the terminal that can make it difficult for disabled passengers. A new terminal will include those vital improvements.

What size are the planes?

American Airlines offers 50-seat passenger CRJ planes. The planes are equipped with restrooms. Frontier Airlines will offer 138-seat passenger Air Bus planes complete with Direct TV at each seat.

Why don't we have more flight options?

The City of Columbia, the University of Missouri, the Columbia Chamber of Commerce and other community and regional partners are working diligently to bring us additional service to areas such as Chicago, Dallas, Denver and others. The Mayor and his team are in continual talks with other airlines.

My flight got cancelled so I'll never use COU again?

Please understand that cancelled flights are the responsibility of the airlines and are out of the control of Columbia Regional Airport. The only time that our local airport is responsible for cancelled flights is due to inclement weather in Columbia.

I want to use my points with another airline?

We are working diligently to find additional carriers interested in serving the Columbia market. The more people who fly out of Columbia, the more the other airlines will notice and be interested in our market. Both Frontier and American Airlines offer very attractive loyalty programs for using their airline.

The fares are much higher than St. Louis or Kansas City?

The key to finding a good fare out of Columbia is to book early, usually 2-3 months ahead of time. With limited flights, the planes are booking up quickly due to the popularity of flying out of Columbia. Once the airlines recognize that the flights are filling up quickly, unfortunately they raise their rates on the final remaining seats. If you see a much higher fare in Columbia than Kansas City or St. Louis, it is most likely due to a near-full plane. If the fare is only slightly higher out of Columbia, please keep in mind the cost of travel and parking at the other airports. In many cases, it is still economically sound to choose Columbia over other airports. To help with that calculation, log on to www.FlyMidMo.com and check out the fare calculator. And don't forget, the key is book as early as possible to get the best fares.

Why can't the City of Columbia force airlines to make their fares more competitive?

The airline industry is a free market system and airlines choose their destinations and their fares. Due to our success, we are no longer a member of the government subsidized Essential Air Service which means any airline can use Columbia Regional Airport. If we are not offering them any incentive to come to this community, then we do not have any negotiating power in regards to fares.

What if we offer incentives to another airline?

The Mayor is currently working on an incentive package to entice other airlines. That will give us some negotiating power. But again, it is a free market system and the airlines will price their service as they see fit. This is no different at Columbia Regional Airport than any other airport in the nation.

I heard that the runway is too short to be safe?

This is a myth. Our runway is approved by the FAA and meets all of their safety standards.

Is the City making improvements at the airport?

The City of Columbia is committed to making runway improvements for a more pleasant experience and to plan for future growth of the airport. In 2013, runway improvements will begin with the assistance of the Federal Aviation Administration to compensate for future expansion.

Why won't local travel agents suggest COU as an option?

We have found travel agents to be very supportive of this airport. We are very pleased with our relations with local travel agents in the area and will be hosting them at a series of tours of the airport so they will be aware of the improvements planned at the airport. If you are working with a travel agent, please ask them to check COU and think you will find them to be very accommodating.

The terminal looks like it was built in the 60's?

Well, that's because it was. The Columbia Regional Airport is a municipally-owned airport so it is subsidized by the City of Columbia. The Mayor and Council continue to fund necessary runway improvements and to upgrade the terminal. However, it is going to take the support of the business community, surrounding communities and local citizens to entice new airlines and to upgrade the terminal. The more people that use COU, the more profitable it will become which will allow the City to make necessary improvements.

**AIR SERVICE MARKETING AGREEMENT
BY AND BETWEEN THE CITY OF MANHATTAN, KANSAS
A MUNICIPAL CORPORATION,
AND THE MANHATTAN AREA CHAMBER OF COMMERCE,
A NON-PROFIT CORPORATION**

THIS AGREEMENT, is hereby entered into this 7th day of July, 2009, by and between the City of Manhattan, Kansas, a municipal corporation, hereinafter referred to as the "City"; and, the Manhattan Area Chamber of Commerce, Inc., a non-profit corporation, hereinafter referred to as the "Chamber".

WHEREAS, the City and the Chamber have entered into an Air Service Agreement (the "Air Service Agreement") with American Eagle Airlines, Inc. ("American Eagle") for the provision of regional jet service (the "Air Service") at Manhattan Regional Airport (the "Airport"); and,

WHEREAS, the Air Service Agreement requires the Chamber to provide a minimum revenue guarantee to American Eagle in exchange for American Eagle's agreement to provide the Air Service to the Airport; and,

WHEREAS, the City, along with the state of Kansas, is responsible for providing the Chamber with the funds to satisfy its minimum revenue guarantee to American Eagle, and, therefore, it is in the best interests of the City to maximize customer usage of the Air Service in order to avoid the necessity to fulfill the guarantee; and,

WHEREAS, in addition to the direct monetary benefits set forth in the preceding paragraph, the City and Chamber recognize that regional jet service to and from the Airport is a benefit to the City, and its citizens, as well as a benefit to the Chamber and its members; and,

WHEREAS, the Chamber has staff skilled in the marketing and promotion of businesses and also knowledgeable in finding, and managing, consultants that have additional skills in those areas; and,

WHEREAS, the parties hereto desire to enter into this Agreement to jointly cooperate in the formation of a marketing campaign designed to promote the use of the Airport by consumers in need of the Air Service.

NOW, THEREFORE, in consideration of the mutual promises contained herein, and in consideration of the mutual benefits outlined above, the parties hereto do agree as follows:

CERTIFICATION OF CLERK

I, Brenda K. Wolf, the duly appointed, qualified, and Assistant City Clerk of Manhattan, Kansas, do hereby certify that the foregoing Agreement was duly adopted at a meeting of the City of Manhattan, Kansas, held on the 7th day of July, 2009, and that said Agreement has been compared by me with the original thereof on file and of record in my office, is a true copy of the whole of said original.

IN WITNESS WHEREOF, I have hereunto set my hand and the seal of the City of Manhattan, Kansas, this 7th day of July, 2009.



Brenda K. Wolf
Brenda K. Wolf, CMC, Assistant City Clerk

1. The Chamber agrees to develop, and implement, a marketing campaign (the "Campaign") designed to promote, enhance and maximize the use of the Airport for the Air Service. The Chamber may fulfill its responsibilities hereunder through its own staff, or through outside consultants, or through a combination of staff and consultants. Before undertaking its responsibilities hereunder, the Chamber shall prepare a detailed scope of services, identifying the tasks to be performed, and to the extent possible, identifying the persons or entities responsible for performing such tasks and the estimated costs thereof. Upon completion of the preparation of such scope of services, it shall be communicated to the City Manager for his, or his designee's, approval. Until the scope of services is approved by the City Manager, or his designee, no further work under this Agreement shall be undertaken. Once the scope of services is approved by the City, it shall be marked as Exhibit A and attached to this Agreement. Once the scope of services has been approved, the Chamber shall proceed with the development and implementation of the Campaign, pursuant to the scope of services.
2. The Campaign shall be designed to use a mix of media outlets to include television, radio, the World Wide Web, and such other resources as may reasonably be available. The Campaign may include references to American Eagle as the current provider of the Air Service; however, any such references shall comply with all provisions of the Air Service Agreement. The Campaign may also include logos of, and other pertinent information about, the City and/or the Airport; however, before using any such information, the Chamber shall obtain the approval of the City Manager, or his designee. The scope of services shall include a mechanism which, on a regular and ongoing basis, measures the success of the Campaign through such tools as passenger counts and revenue guarantee distributions, and adjusts the marketing methods accordingly to increase the use of the Air Service.
3. It is the parties' intent that the cost of the Campaign will be shared among the various governmental entities (the "Funding Entities") that benefit from the Air Service. A list of the projected Funding Entities is attached hereto, marked as Exhibit B; however, the list is subject to change by mutual agreement of the parties. There is no present commitment from any of the Funding Entities, other than the commitment of the City, as set forth hereinafter. The Chamber agrees to use its best efforts to obtain \$200,000 in local marketing funds from all of the Funding Entities, including the City, in order to support the marketing efforts described herein. It is the goal of the parties hereto that the Chamber will obtain funds from the Funding Entities, other than the City, in an amount of at least \$146,220. In the event that goal is reached, the Chamber shall reimburse the City for any funds it has contributed over and above \$53,780, which is the City's proportional share of the total cost of the Campaign. In the event the funds obtained by the Chamber, including the City's funds, are insufficient to conduct the Campaign during the term of the agreement, the Chamber shall

utilize the amount of available funds to the fullest extent possible.

4. The City agrees to pay the Chamber the sum of \$75,000 upon the execution of this Agreement, or as soon thereafter as is reasonably practical for the City. Said funds shall only be used for the development and implementation of the Campaign. Pursuant to paragraph 3 above, the Chamber shall continue to use its best efforts to obtain local marketing funds from all Funding Entities.
5. The term of the Air Service Agreement extends through August 24, 2011, and the parties hereto envision the Campaign to coincide with such term. The Chamber shall provide the City, beginning on September 30, 2009, and continuing every three months thereafter for the duration of the term of the Agreement, and at the expiration of the Agreement, but not later than September 30, 2011, reports showing how funds were utilized and an accounting of all local marketing funds received up to that date in the Campaign. Upon completion of each of the reporting periods, and at any other time by mutual agreement of the parties, the parties hereto shall evaluate the amount of funds remaining, the likelihood of the receipt of additional funds, the estimated amount of funds necessary to complete the Campaign, and, shall thereafter determine how to proceed for the balance of the projected term of the Campaign. Any portion of the funds contributed by the City hereunder, that remain unspent, or uncommitted for the purposes of this contract, as of September 30, 2011, shall be returned to the City.
6. The Chamber hereby agrees that it will comply with Section 504 of the Rehabilitation Act of 1973, as amended, the Americans with Disabilities Act of 1990, and all guidelines and interpretations issued pursuant thereto.

The Chamber assures that it does not aid or perpetuate discrimination on the basis of disability in providing any aid, benefit, or service to its clientele and the recipient assures that it has evaluated its programs and services, made any necessary non-structural modifications to accommodate the disabled and has developed a plan to address any necessary structural changes to facilities. This Assurance is binding on the recipient, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign this Assurance on behalf of the recipient.

The Chamber shall observe the provisions of the Kansas Act Against Discrimination and shall not discriminate against any person in the performance of work under the present contract because of age, race, religion, color, sex disability, national origin or ancestry.

In all solicitations or advertisements for employees, the Chamber shall include the phrase "equal opportunity employer," or a similar phrase to be approved by the Commission.

If the Chamber fails to comply with the manner in which it reports to the Commission in accordance with the provisions of K.S.A. 1977 Supp. 44-1031, the agency shall be deemed to have breached the present contract and it may be canceled, terminated, or suspended, in whole or in part, by the contracting agency.

If the Chamber is found guilty of a violation of the Kansas Act Against Discrimination under a decision or order of the commission which has become final, it shall be deemed to have breached the present contract and it may be canceled, terminated or suspended, in whole, or in part, by the City.

The Chamber shall include the provisions of this section in every subcontract or purchase order so that such provisions will be binding upon such subcontractor or vendor unless such subcontract is less than \$5,000 for a fiscal year or the subcontractor employs less than 4 employees during the terms of the contract.

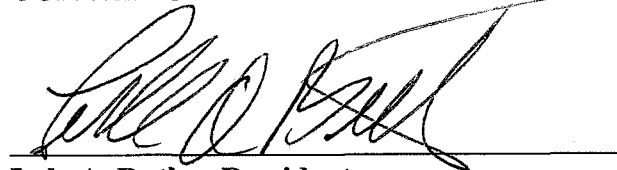
**TO THIS AGREEMENT WE HAVE AFFIXED OUR HANDS AND SEAL THIS
7TH DAY OF JULY, 2009.**

CITY OF MANHATTAN, KANSAS

**MANHATTAN AREA CHAMBER OF
COMMERCE**

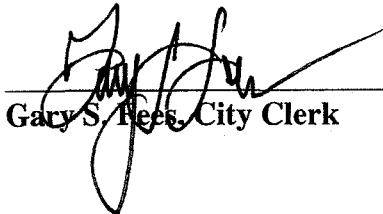


Bob Strawn, Mayor



Lyle A. Butler, President

ATTEST:



Gary S. Hees, City Clerk

Exhibit A

JOINT VENTURE · IMAGEMAKERS · MANHATTAN ADVERTISING · S&N DESIGN

June 1, 2009

Lyle Butler
President/CEO
Manhattan Area Chamber of Commerce
501 Poyntz Avenue
Manhattan, Kansas 66502

This letter will constitute an agreement between the Manhattan Area Chamber of Commerce and the consortium of S&N Design, Imagemakers, Inc. and Manhattan Advertising Agency to develop marketing and advertising for the Manhattan Regional Airport to be used to promote the American Eagle service to Dallas. This will include:

- A media schedule for print, web advertising and radio/television advertising. This schedule will be prepared to adequately cover the introduction of air service to Dallas on August 25th and will run until December 31 2009.
- A website dedicated to the marketing of Manhattan Regional Airport. This website will be live by the 6th of July, 2009. Given the short amount of time available for production. Not all modules of the site will be available on the launch date, However, a website is a living document and will continue to be updated during the entire term of this agreement.
- Production of print, web and electronic advertising.
- Placement and supervision of advertising.

This agreement takes into consideration that only \$75,000 is guaranteed through December 31, 2009. It is understood that additional monies will be attempted to be raised to cover the additional funds required to adequately fund the entire project. However, if those additional funds are not raised, The Manhattan Area Chamber of Commerce is only liable for the \$75,000 currently pledged by the City of Manhattan. In that event, the Manhattan Area Chamber of Commerce will need to notify the consortium no later than November 20, 2009.

In the event that additional funds are raised, the Manhattan Area Chamber of Commerce will continue to use the consortium to provide all marketing/advertising services for the Manhattan Regional Airport.

It is further understood that if American Eagle terminates its service that this marketing effort can be terminated within 60 days.

Invoices will be prepared and submitted on a monthly basis. The invoices will be generated by S&N Design and will be due 20 days from date of invoice. Interest of 1.5 percent per month may be charged on past-due accounts.

All original photographs remain the property of the photographer selected. All preparation materials, including original artwork and electronic files and printing films, remain the property of the group. All ideas and concepts not used remain the property of the consortium.

We understand that the timeline for this project is extremely tight, much work has already been directed toward ensuring the project remains on deadline. We suggest that a regularly scheduled meeting be established to review timeline and budget, as both will be fluid for the next number of weeks. We look forward to being part of a project that is destined to grow and enhance our area communities.

Sincerely,

Nancy Raleigh

Partner, S&N Design
121 N. 8th
Manhattan, Kansas 66502
785.539.3931
nraleigh@sndesign.net

Exhibit B
Cost Allocation Spreadsheet
Regional Air Service - Marketing

Town/County	Population	PDEW	%PDEW	Marketing 2009	Marketing 2010	Marketing 2011	Marketing Total
Riley Co	18,012	49	11.51%	\$8,633	\$11,510	\$2,878	\$23,020
Manhattan	41,331	114.5	26.89%	\$22,073	\$26,890	\$6,723	\$53,780
Geary Co	5,288	37.8	8.88%	\$6,660	\$8,880	\$2,220	\$17,760
Junction City	18,886	70.2	16.49%	\$12,368	\$16,490	\$4,123	\$32,980
Dickinson Co	10,466	19.9	4.67%	\$3,503	\$4,670	\$1,168	\$9,340
Abilene	6,397	12	2.82%	\$2,115	\$2,820	\$705	\$5,640
Herington	2,469	4.7	1.10%	\$825	\$1,100	\$275	\$2,200
Marshall Co	7,900	14	3.29%	\$2,468	\$3,290	\$823	\$6,580
Marysville	3,065	4.6	1.08%	\$810	\$1,080	\$270	\$2,160
Pottawatomie Co.	14,209	26.7	6.27%	\$4,703	\$6,270	\$1,568	\$12,540
Wamego	4,000	13.2	3.10%	\$2,325	\$3,100	\$775	\$6,200
Wabaunsee Co.	6,885	13.5	3.17%	\$2,378	\$3,170	\$793	\$6,340
Morris Co.	3,851	8.9	2.08%	\$1,560	\$2,080	\$520	\$4,160
Council Grove	2,253	4.8	1.13%	\$848	\$1,130	\$283	\$2,260
Clay Co.	4,441	11.1	2.61%	\$1,958	\$2,610	\$653	\$5,220
Clay Center	4,381	10.1	2.37%	\$1,778	\$2,370	\$593	\$4,740
Washington Co.	6,022	10.8	2.54%	\$1,905	\$2,540	\$635	\$5,080
	159,856	426	100.00%	\$75,000	\$100,000	\$25,000	\$200,000