



# APPENDIX F - AIRPORT BACKGROUND

## Introduction

The appendix provides a broad background related to the airport with information covered in the following sections:

- General History
- Management/Governing Structure
- Airline/FBO/Major Tenant History
- Planning History

## General History

### ***Minot***

The origins of the City of Minot date back to 1887 during the Dakota Territory land boom, when the Great Northern Railroad made its way through the prairie. From its humble beginnings as a small railroad town, Minot experienced phenomenal growth during the early years of the 20th Century. Minot is home to about 46,000 people and is the regional hub of commerce, health care, finance, agribusiness, education, industry, transportation, and tourism in the area for a total of 76,000 people. The economies of the surrounding predominately rural counties are closely intertwined with Minot. Minot earned its nickname as the 'Magic City' after the town virtually sprang up overnight in 1886 growing to 5,000 residents in a few months.

### ***Minot International Airport (MOT)***

Minot's first airstrip was developed by the Minot Park District in the late 1920's on a 20 acre tract in the southern portion of present airport property. The dedication of the "Port of Minot" was held on July 23, 1928 to coincide with the "Ford National Reliability Tour", an event typical of the "barnstorming" days. The Park District eventually transferred all airport property acquired over time to the City of Minot in 1943.

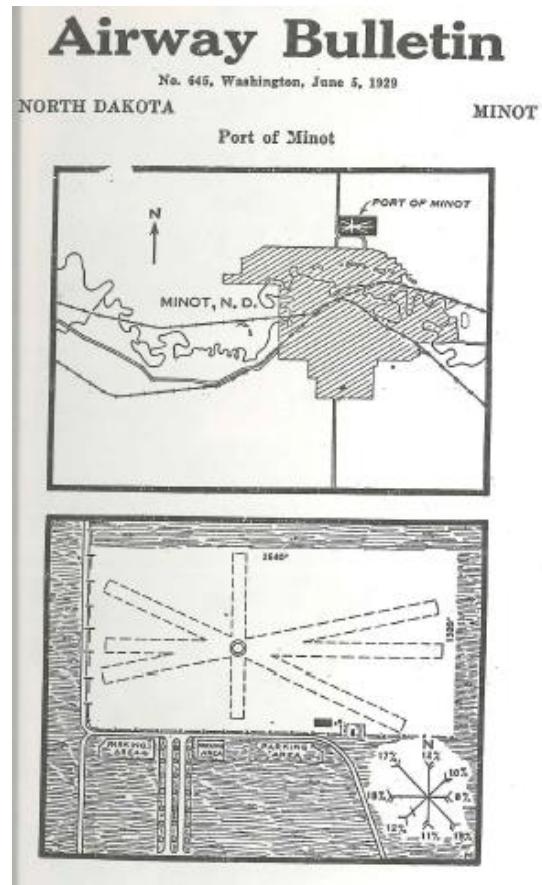
The original runway had an east-west orientation. Improvements (i.e., grading, apron area, and lighting) were provided by the Works Progress Administration prior to World War II. Additional improvements were provided in 1942 through the Defense Landing Area Program and the Civil Aeronautics Board when Minot Airport was designated a refueling base for the Military Air transport Command on its Minneapolis-Alaska flights. These improvements included the acquisition of certain lands and the construction and paving of three runways.

**Exhibit F-1 Historic Airfield Layouts** shows different layouts of MOT since its initial development.



**Exhibit F-1 Historic Airfield Layouts<sup>1</sup>**

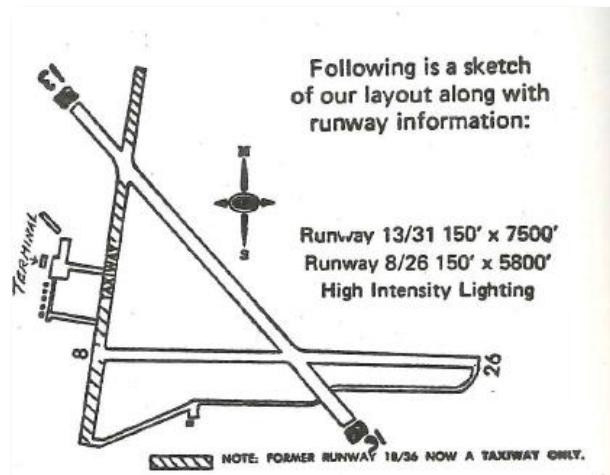
1929



1944 (looking west)



1978



<sup>1</sup> Under Their Wings by Strand, Baney and Pietsch. A History of Minot International Airport from 1928 to 1978.



# Management/Governing Structure

Airports function as public entities and can exist in a variety of ways related to both how they are governed and how they are managed. Before outlining the current governing and management structure for MOT, this section will provide an overview of the variety of options that airports use to govern and manage their affairs.

## **Governing Structures**

There are four main types of airport governing structures that are used to provide public oversight for airports. These are as follows:

City/County Department - the City/County governing board serves as the airports governing board for all matters such as contracting, capital improvements, finance and similar matters. The City/County may use its taxing authority to help support the airport or there may be provisions in state statutes that allow additional limited taxing authority to support the airport.

City/County Department with Advisory Board - the City/County governing board serves as the airport's governing board for all matters but looks to the Airport Advisory board for recommendations on actions. The City/County may use its taxing authority to help support the airport or there may be provisions in state statutes that allow additional some limited taxing authority to support the airport.

Semi-Independent Airport Authority - there are provisions in state statutes (N.D. Cent. Code §§ 2-06) that allow for a City or County to create an Airport Authority with limited and specific governing authority. The type of authority that exists with the board varies but in general this structure allows the airport to operate semi-autonomously from the City/County while final responsibility for the airport still rests with the City/County which owns the airport. The City/County may use its taxing authority to help support the airport or there may be provisions in state statutes that allow some limited taxing authority to support the airport.

Independent Airport Authority - there are provisions in state statutes that allow for the creation of an independent airport authority. These may be created by a City/County or created through a separate process. Once created these entities have complete authority to govern the activities at the airport. Depending on state statutes these governing bodies may also have independent, but limited, taxing authority (up to 4.0 mils) to aid in funding the airport.

## **Management Structures**

There are three general types of management structures for an airport. Contract management is also an option but since it is not often used in the United States, it is not discussed in detail. These different management structures are necessary to ensure that the policies established by the governing body can be carried out on a day by day basis in the operation and delivery of services at the airport. These are as follows:

Appointed Airport Manager - an appointed airport manager is one whose sole responsibility is the operation of the airport. The airport manager is selected by the governing body, the city/county manager or through the city/county's established human resources structure through a qualifications based selection process. The airport manager then serves at the will of the city/county.

City/County Department Head also assigned as Airport Manager - this person is assigned as airport manager in title but often has larger responsibility such as public works director, city engineer or transportation director. Like the appointed manager, this person is selected by the governing body, the city/county manager or through the city/county's established human resources structure through a qualifications based selection process.



Fixed Base Operator (FBO) Appointed as Airport Manager - this person is assigned as airport manager mostly in order to provide a physical presence at the airport and assure the day to day operation of the airport. This person also serves as the FBO at the airport and therefore has a concerted interest in the operation of their FBO business. When an FBO is appointed as airport manager the governing body often retains more responsibility as to formulating capital improvement plans, financial planning, leasing, and similar matters.

### ***FBO/Aircraft Services Provided by Airports***

The final element of an airport's management and governing structure has to do with the provision of FBO type aircraft servicing. At many small airports, it is not financially feasible for an FBO to operate. At some larger airports, the airport has chosen to provide FBO type aircraft servicing in order to retain the profits from such an activity to fund the airport. In accordance with FAA policy, airports have the 'Proprietary Exclusive Right' to provide any and all types of aeronautical services if they wish. Information regarding the 'Proprietary Exclusive Right' may be found in AC 150/5190-6 "Exclusive Rights at Federally-Obligated Airports" and FAA Order 5190-6b Airport Compliance Manual (Chapter 8). The decision to operate one way or another is an economic and policy choice made by the governing body.

Airport with Responsibility for only Airport Operations/Infrastructure - this structure carries out all the traditional responsibilities of an airport such as infrastructure maintenance, airfield safety and security, capital improvements, leasing, finance and related matters. The services directly to aircraft are then provided by private entities such as an FBO.

Airport with Responsibility for Airport Operations/Infrastructure and Aircraft Servicing (similar to an FBO) - this structure carries out all the traditional responsibilities of an airport listed above and additionally provides FBO type aircraft services. This direct customer service role adds another dimension to the variety of duties that an airport manager will encounter on a daily basis.

### ***Governing Structure at Minot International Airport***

The airport was administered by the City Park Board until June 13, 1947 and is now under the direction of a full-time Airport Director, a seven member Airport Committee, and the Minot City Council.

The Airport Committee is composed of seven members, all appointed by the Mayor of the City of Minot. Members are selected from a mix of aldermen elected to the City Council and "at large" members. Each member serves a term of two years.

The Airport Committee guides the operation and development of the airport and subject to the approval of the City Council, establishes any rules, regulations, agreements, and fees or charges deemed necessary for that purpose. The Airport Committee also makes recommendations to the City Council regarding any capital improvements or changes in the airport.

The airport management team consists of an Airport Director, Operations Manager, Operations Foreman and Facilities Foreman. The airport is managed by the Airport Director and the Operations Manager. Currently, there are a total of 25 full-time airport employees (including airport firefighters). The Airport Director oversees capital improvement projects and makes recommendations for changes and improvements in airport policies and operations. The Operations Manager, with the Operations Foreman and Facilities Foreman, are responsible for the day-to-day operation of the airport. Airport management enforces all airport rules and regulations.



## Airline/FBO/Major Tenants History

The prime purpose of airports is to enable business activity for the community and for the aviation industry. In 2015, the North Dakota Aeronautics Commission completed a statewide economic impact study. The results of that study are provided in Table F-1 Minot International Airport - Annual Economic Impact.

**Table F-1 Minot International Airport - Annual Economic Impact**

(Direct & Indirect Impact)	Employment	Payroll (mil)	Output (mil)
Airport Staff	33	\$ 2.1	\$ 13.0
Airport Tenants	346	\$ 16.9	\$ 58.7
Capital Investment	237	\$ 15.1	\$ 39.4
GA Visitor Spending	158	\$ 4.7	\$ 17.0
Commercial Visitor Spending	1,211	\$ 35.6	\$ 126.2
Total Impacts	1,985	\$ 74.6	\$ 254.5

Source: North Dakota Aeronautics Commission - 2015 Economic Impact Study

The businesses/tenants located at the airport include five FBO/SASO companies (Minot Aero Center, Pietsch Aircraft Restoration and Repair, Aviation Services (Aerial Spraying), Pioneer Aviation, and Bessette Aviation), four Government tenants (FAA, US Customs, TSA and ND Army National Guard), two cargo airlines (FedEx and UPS), three passenger airlines (Allegiant, Delta and United), four car rental agencies (Avis, Enterprise, Hertz and National/Alamo) and the Dakota Territory Air Museum. The history of airlines serving Minot and recent history of the airport's FBO, Minot Aero Center, is included below.

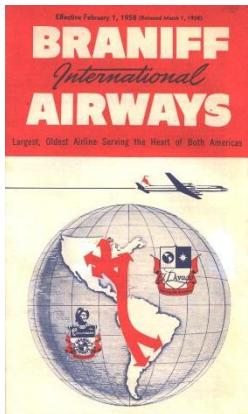
### Previous Airlines

The origins of passenger service began on July 24, 1928, when International Airways, Inc. announced the purchase of a Ryan Brougham monoplane (seats pilot and four passengers). Scheduled service began on September 17, 1929 with flights between Minot and Bismarck. International Airways then had six airplanes based at the Port of Minot. The stock market crashed in October 1929 and service lasted less than a year due to lack of patrons.



Mid Continent Route Map June 1949

Scheduled airlines did not return to Minot through the 1930's. On November 1, 1940, Mid Continent Airlines established airmail and passenger service into Minot to Bismarck, Aberdeen, Huron and Sioux Falls. This airline suspended operations to North Dakota on May 26, 1942, less than six months after the attack on Pearl Harbor. In

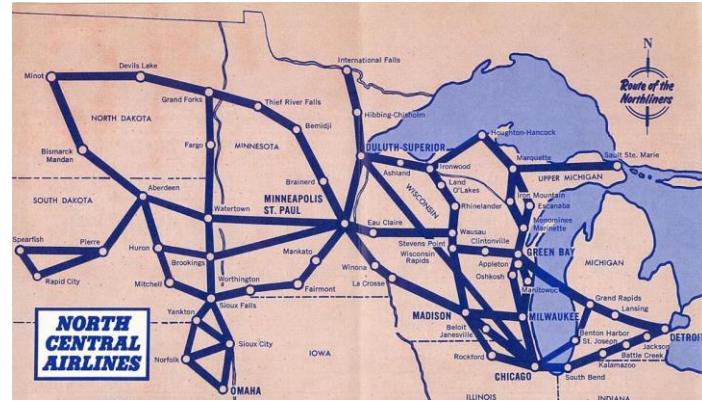


August 1946, Mid Continent resumed operations in Minot with the same route connections through Bismarck until 1953, when Mid Continent was purchased by Braniff International Airways.

Single carrier service by Braniff Airways continued through the 1950s with service through Bismarck, Aberdeen, Huron and Sioux Falls until operations ceased on February 25, 1959.

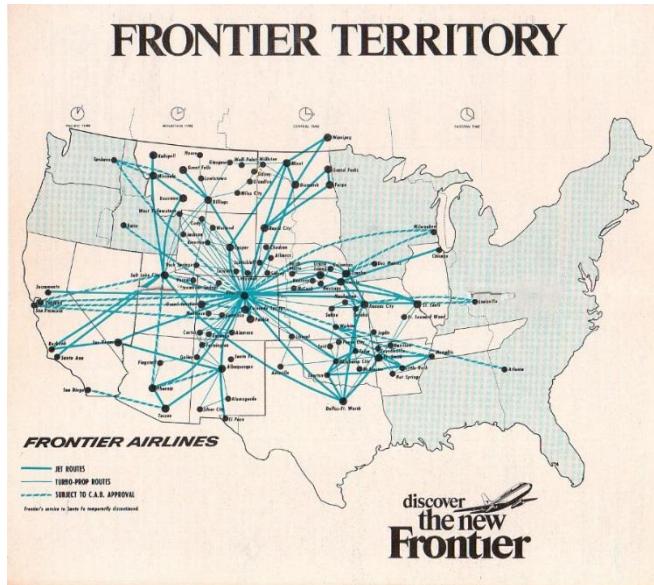
North Central Airlines began its service to Minot February 26, 1959 after Braniff left flying both east through Devils Lake and Grand Forks to Minneapolis and south through Bismarck to Sioux Falls and Omaha. North Central Airlines operated with DC-3s until 1965 when it transitioned to Convair 580s, and then to DC9s in 1968. In 1980, North Central Airlines merged with Southern Airlines to become Republic Airlines.

Republic Airlines connected Minot to the east through Grand Forks on to Minneapolis. Republic Airlines then merged into Northwest Airlines. In 2009, Delta Airlines acquired Northwest Airlines and continues to serve Minot to Minneapolis/St. Paul. From 1999 through 2009, only a single airline, Northwest Airlines operated in Minot. Delta continues to provide service to Minot to the present.



North Central Airlines Route Map July 1960

Frontier Airlines made their inaugural flight into Minot on April 1, 1959. Frontier Airlines initiated service to Minot in the late 1950s with DC-3 service through Bismarck and several other cities on west to Billings, Denver and Salt Lake City. Convair 580s began being used in Minot by Frontier as early as 1962 and eventually service from Minot was extended to Winnipeg Manitoba in the late 1970's. Frontier Airlines continued to serve Minot to Denver and on to Regina & Saskatoon, Saskatchewan and Winnipeg, Manitoba until the airline filed bankruptcy in 1986. A resurrected Frontier Airlines started again in 1994 and served Minot for a short time before abandoning the market. Frontier started serving Minot again in 2012 to Denver, but discontinued service in early 2015.



Frontier Airlines Route Map September 1977

In late 1976, Norcanair Airlines began scheduled passenger service to Minot from Canada, adding to the international service already provided by Frontier Airlines to Winnipeg, Manitoba.



Airline deregulation in the late 1970s and early 1980s precipitated a 20-year period of numerous changes in air carriers serving Minot. Norcanair left Minot early in 1979. Real West, a commuter airline flying Cessna 402s, arrived in 1979, but had a short tenure connecting Minot to Williston, Bismarck and Fargo. Big Sky Airlines and Great Plains Airlines each served Minot 1993 for no more than a year but information regarding the destinations was not found.

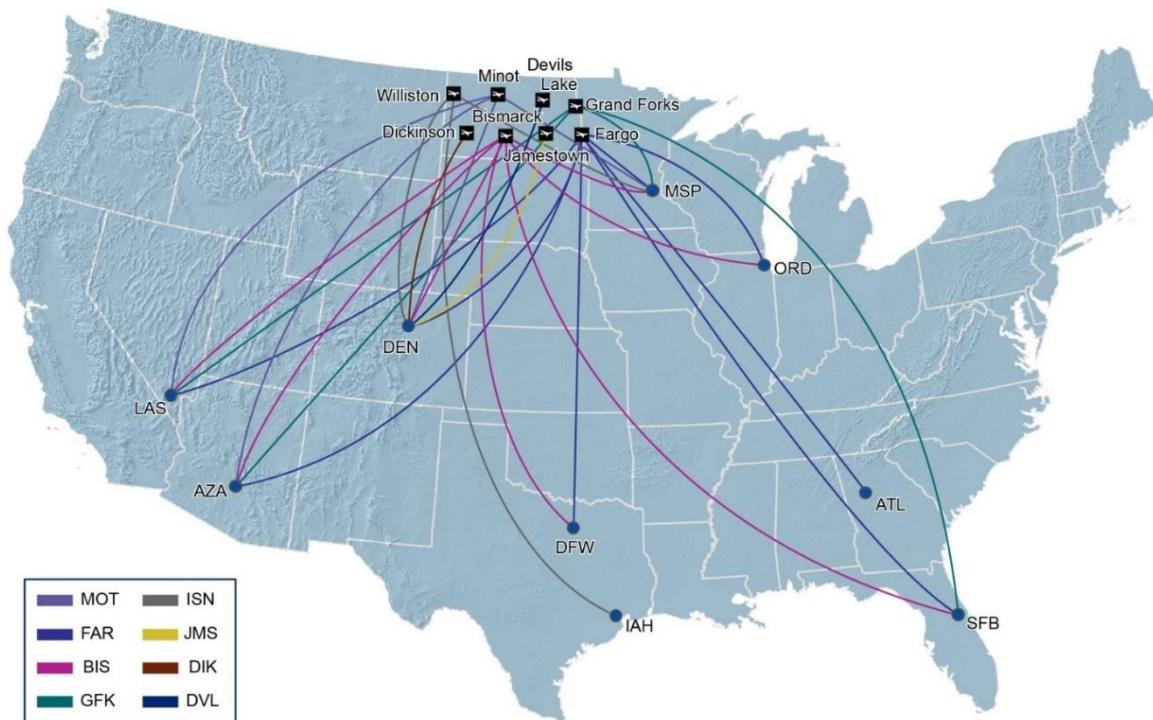
Continental Airlines began service to Minot shortly after from Denver until late 1993 when the airline pulled out of Minot. Continental left in late 1993, precipitating a brief return by Frontier Airlines in 1994. United Express (operated by Wisconsin Air) also arrived in 1994 and operated through 1998. United Airlines, with service to Denver, began serving the airport in 2010 and have continued to serve Minot through the present.

Allegiant Airlines, with service to Las Vegas and Phoenix/Mesa, began serving the airport in 2010 and have continued to serve Minot through the present.

## **Current Airlines**

Three airlines and their affiliates serve the Minot International Airport: Delta Air Lines, United Airlines, and Allegiant Air. There are currently six daily flights to and from Minneapolis-St. Paul International Airport (MSP) on Delta, and three daily flights to and from Denver International Airport (DEN) on United. Allegiant Air typically provides three weekly flights to Las Vegas (LAS) and three weekly flights to Phoenix-Mesa (IWA). **Exhibit F-2 North Dakota Airline Destinations** shows the locations scheduled airlines fly to/ from the eight airports in the state with scheduled service. Recent Airline flights schedules for December 2014 and August 2015 are included in **Tables F-2 and F-3**.

## *Exhibit F-2 North Dakota Airline Destinations*



Source: North Dakota Aeronautics Commission, December 2015



Table F-2: Airline Schedule – December 2014

Minot International Airport  
Flight Schedule  
December 2014

Arrivals						Departures					
Airline	Flight #	Time In	Departure City	Arrival City	Turns	Airline	Flight #	Time Out	Departure City	Arrival City	
						Delta	5694	5:00 AM	MOT	MSP	
						United	6024	6:10 AM	MOT	DEN	
						Delta	3515	6:20 AM	MOT	MSP	
						Frontier	569 (MWF)	6:25 AM	MOT	DEN	
						Delta	5725	7:35 AM	MOT	MSP	
Delta	3517	10:39AM	MSP	MOT	→	Delta	3517	11:04 AM	MOT	MSP	
Hess Charter	Mon/Thurs	11:15 AM	IAH	MOT	→	Hess Charter	Mon/Thurs	11:45 AM	MOT	IAH	
United	5571	12:58 PM	DEN	MOT	→	United	5572	1:28 PM	MOT	DEN	
Delta	3667	1:11 PM	MSP	MOT	→	Delta	3669	2:30 PM	MOT	MSP	
Allegiant	446 (Wed/Sat)	1:52 PM	LAS	MOT	→	Allegiant	447 (Wed/Sat)	2:32 PM	MOT	LAS	
United	4212	3:22 PM	DEN	MOT	→	United	6298	3:52 PM	MOT	DEN	
Delta	5707	4:25 PM	MSP	MOT	→	Delta	5707	4:55 PM	MOT	MSP	
United	6208	5:33 PM	DEN	MOT	→	United	6208	6:03 PM	MOT	DEN	
Allegiant	180 (Fri)	5:49 PM	IWA	MOT	→	Allegiant	181 (Fri)	6:29 PM	MOT	IWA	
Allegiant	180 (Mon)	6:17 PM	IWA	MOT	→	Allegiant	181 (Mon)	6:57 PM	MOT	IWA	
Allegiant	446 (Thurs)	6:56 PM	LAS	MOT	→	Allegiant	447 (Thurs)	7:36 PM	MOT	LAS	
Delta	3533	6:59 PM	MSP	MOT							
Allegiant	446 (Mon)	7:47 PM	LAS	MOT	→	Allegiant	447 (Mon)	8:27 PM	MOT	LAS	
Delta	5793	9:30 PM	MSP	MOT							
Frontier	568 (Sun/Tu/Th)	10:39 PM	DEN	MOT							
United	3924	10:37 PM	DEN	MOT							
Delta	5840	11:10 PM	MSP	MOT							

Delta flights vary on Saturdays & Sundays. Click here for Delta flight schedule:

[http://www.delta.com/schedules/travel/reservations/flight\\_sched/results/index.jsp](http://www.delta.com/schedules/travel/reservations/flight_sched/results/index.jsp)

United flights vary on Saturdays & Sundays. Click here for United flight schedule:

<http://www.united.com/web/en-US/apps/travel/timetable/default.aspx>

\*\*\*See separate schedule for the weeks surrounding Christmas and New Years\*\*\*

Continental Charter for Hess Corp. operates Monday & Thursday	December 1, 4, 8, 11, 15, 18, 22, 25, 29, Jan 1, Jan 5
Allegiant flights to Phoenix operate on Monday and Friday	December 1, 5, 8, 12, 15, 19
Allegiant flights to Phoenix schedule change remainder of month beginning 12/20	See additional schedule
Allegiant flights to Las Vegas operate on Mon, Wed, Thurs, and Sat	December 1, 3, 4, 6, 8, 10, 11, 13, 15, 17, 18
Allegiant flights to Las Vegas schedule change remainder of month beginning 12/21	See additional schedule
Frontier outbound flights operate Mon, Wed, Fri	December 1, 3, 5, 8, 10, 12, 15, 17, 19
Frontier inbound flights operate Sun, Tues, Thurs	December 2, 4, 7, 9, 11, 14, 16, 18
Frontier flights become mid-day turns second half of Dec.	December 21, 23, 25, 28, 30, Jan 1, Jan 4 (See additional schedule)



Table F-3: Airline Schedule – August 2015

Minot International Airport  
Flight Schedule  
August 2015

Arrivals						Departures					
	Airline	Flight #	Time In	Departure City	Arrival City	Turns	Airline	Flight #	Time Out	Departure City	Arrival City
Aug 21, 24, 28, 31							Delta	5819	5:00 AM	MOT	MSP
							United	5572	6:11 AM	MOT	DEN
							Delta	4746	6:30 AM	MOT	MSP
	Delta	4562	8:43 AM	MSP	MOT	→	Delta	4562	9:10 AM	MOT	MSP
	Delta	4564	10:35 AM	MSP	MOT	→	Delta	4564	11:00 AM	MOT	MSP
	Hess Charter	Mon/Thurs	11:15 AM	IAH	MOT	→	Hess Charter	Mon/Thurs	11:45 AM	MOT	IAH
	Allegiant	180 (Mon/Fri)	12:06 PM	IWA	MOT	→	Allegiant	181 (Mon/Fri)	12:46 PM	MOT	IWA
	Delta	3604	12:46 PM	MSP	MOT	→	Delta	5760	1:11 PM	MOT	MSP
	Allegiant	446 (Thurs)	12:48 PM	LAS	MOT	→	Allegiant	446 (Thurs)	1:28 PM	MOT	LAS
	United	5571	12:51 PM	DEN	MOT	→	United	5231	1:21 PM	MOT	DEN
Aug 20, 27	United	6298	3:18 PM	DEN	MOT	→	United	6266	3:54 PM	MOT	DEN
	Delta	5681	4:11 PM	MSP	MOT	→	Delta	5681	4:41 PM	MOT	MSP
	Hess Charter	Thurs	4:15 PM	IAH	MOT	→	Hess Charter	Thurs	5:00 PM	MOT	IAH
	United	6208	5:25 PM	DEN	MOT	→	United	6308	6:05 PM	MOT	DEN
Aug 6, 13	Allegiant	446 (Thurs)	5:58 PM	LAS	MOT	→	Allegiant	446 (Thurs)	6:38 PM	MOT	LAS
	Allegiant	446 (Mon)	6:59 PM	LAS	MOT	→	Allegiant	447 (Mon)	7:39 PM	MOT	LAS
Aug 3, 10, 17, 24, 31	Delta	4653	7:00 PM	MSP	MOT	→	Delta	4653	7:25 PM	MOT	MSP
	Allegiant	180 (Mon/Fri)	8:29 PM	IWA	MOT	→	Allegiant	181 (Mon/Fri)	9:09 PM	MOT	IWA
	Allegiant	446 (Mon)	9:09 PM	LAS	MOT	→	Allegiant	446 (Mon)	9:49 PM	MOT	LAS
	Delta	5715	9:13 PM	MSP	MOT						
Aug 3, 7, 10, 14, 17	United	5563	10:33 PM	DEN	MOT						
	Delta	4745	11:29 PM	MSP	MOT						

Delta flights vary on Saturdays & Sundays. Click here for Delta flight schedule:

[http://www.delta.com/schedules/travel/reservations/flight\\_sched/results/index.jsp](http://www.delta.com/schedules/travel/reservations/flight_sched/results/index.jsp)

United flights vary on Saturdays & Sundays. Click here for United flight schedule:

<http://www.united.com/web/en-US/apps/travel/timetable/default.aspx>

Delta inbound flight #4562 will no longer operate effective August 18

Delta outbound flight #4562 will no longer operate effective August 18

United inbound flight #6208 will no longer operate effective August 25

United outbound flight #6308 will no longer operate effective August 25

Please note new schedule times for Thursday ops for Hess Charters effective Aug 20. This is a permanent change for the remainder of 2015.

Allegiant flights to Phoenix operate Monday & Friday

August 3, 7, 10, 14, 17, 21, 24, 28, 31

Allegiant flights to Las Vegas operate on Monday & Thursday

August 3, 6, 10, 13, 17, 20, 24, 27, 31



## CUSTOMS

Customs service is available for arriving general aviation international flights and is capable of processing ten passengers in addition to the flight crew. The services is provided by the U.S. Customs and Border Protection (CBP). Additional passengers can be processed, but clearance is needed from the area port (regional headquarters) in Pembina, ND. Minot International has no scheduled international passenger airline service but receives its international title (like many other airports) because of the customs presence at the airport.

## FIXED BASE OPERATORS

Minot Aero Center offers a variety of services, including fueling services, aircraft charter and rental, flight instruction, aircraft repair, and hangar space. The service shop is also an authorized Mooney Service Center. Minot Aero Center offers more than 40,000 square feet of hangar space, including a brand new 26,250 square foot heated transient hangar that is able to fit up to a G650 aircraft. Minot Aero Center and Pietsch Aircraft Restoration and Repair were originally started in 1952 by Al Pietsch as Pietsch Flying Service. In 2010 Minot Aero Center began providing fueling services at the airport.

## Planning History

The Federal Aviation Administration has placed an emphasis on planning for many decades. The most recent planning projects at MOT and associated findings are listed below:

- Airport Master Plan Update (1988)
  - Found runway system was adequate but new passenger terminal was needed.
  - Parallel taxiway was needed for Runway 8-26.
  - Existing Terminal on U.S. 83 was to be converted to GA Terminal.
- Airport Master Plan Update (1999)
  - Relocate Threshold of Runway 13 to keep runway protection zone off of U.S. 83.
  - Need to extend on Runway 31 end to total length of 7,700'.
- Airport Master Plan Update (2010)
  - Identified space for GA corporate hangars west of northern end of Runway 13 and south of western end of Runway 8 including the relocation of the VOR.
  - Relocated Runway 8 threshold to keep runway protection zone on airport property and extended Runway 26 end to maintain 6,350' runway and eventual 7,000' runway.
  - Extension of Runway 31 end to total length of 8,700'
  - Terminal renovation needed to optimize space inside existing terminal.
- Terminal Area Study (2012)
  - Forecast estimate of enplanement activity as a result of oil development.
  - Justification for replacement of passenger terminal with a facility capable of meeting the regions needs through the planning period.