

SPECIAL MEETING MINUTES

Wednesday, April 26, 2017
8:00 A.M.

Manistee County Blacker Airport
Conference Room

Members Present: Brook Shafer, Chair; Doug Bell, Vice Chair; Jeff Dontz; Barry Peterson; and Paul Schulert

Members Absent: Mark Bergstrom; and Gerry Haw

Others Present: Christian Perreault, Explorer Solutions; Barry Lind, Airport Director; and Rachel Nelson, Airport Authority Secretary

Brook Shafer, Chair, called the meeting to order at 8:00 A.M. Roll was taken by the Secretary. The purpose of the special meeting is the meet with Explorer Solutions regarding business development at the airport.

Mr. Perreault discussed the services that Explorer Solutions offers and provided handouts (APPENDIX A). He has been here before, but AES recommended that the airport have a strategic plan before pursuing anything, which is now completed. Explorer Solutions specializes in airport economic development to create alternative sources of revenue by looking at the entire airport property 25 years out. They have worked with other airports in Michigan, including Battle Creek, Alpena, Gaylord, Oscoda, Houghton, and Luce. Mr. Perreault would recommend the "highest and best land use" approach for Manistee.

Mr. Dontz stated that he feels extending the runway is key. The Authority requested a formal proposal from Explorer Solutions. AES should be involved to look for sources of funding. There was also discussion about the possibility of working with the Community Foundation and Little River Band of Ottawa Indians.

There being no further business to come before the Authority, the meeting was adjourned at 9:15 A.M.

Respectfully Submitted,

Rachel Nelson, Airport Authority Secretary

Visit: www.manisteecountymi.gov to view Calendar of Events, County Board Agendas/Minutes, Committee Meeting Minutes, Airport Authority Minutes (under More Departments and Services), etc.

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E X P L O R E R

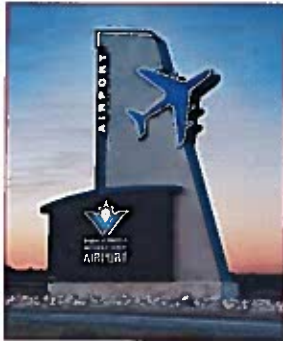
SOLUTIONS

Sound advices, real solutions

RECENT MANDATES

Highest and Best Land Use Study Kingston Norman Rogers Airport, ON (CYGK)

Our team conducted a "Highest and Best Land Use" analysis for six (6) parcels of land. Based on this analysis, we provided the City with at least four (4) alternative development scenarios, two (2) strategic positioning, a Layout Plan, and a Development Plan. We conducted public information meetings, a benchmarking of other airports, large stakeholder consultations, infrastructure and environmental assessment, and a complete financial analysis for each parcel.



Aviation/Aerospace Investment Attraction Region of Waterloo Airport, ON (CYKF)

Our services were retained to prepare an aerospace and aviation marketing/investment attraction strategy and campaign to support the development of an Aerospace Business Park at the Region of Waterloo Airport. Through this eight-month mandate, the strategy allowed us to identify and validate three (3) short-term investment prospects, which visited the airport and the community. We also identified 11 other prospects with investment projects in the 12 to 36-month timeframe. This mandate demonstrates our ability to go beyond just presenting targeted concept and opportunity but also having the experience and skill set to find the targeted investors and economic partners that will invest at the airport.

"Why Battle Creek" Airport Study W.G. Kellogg Airport, Battle Creek, MI (KBTL)

The City of Battle Creek seeks to develop a marketing program, consisting of a series of initiatives, for the aviation-related economic development of certain portions of the W.K. Kellogg Airport property as well as adjacent, contiguous land available for development. Our team completed a comprehensive business case for "Why Battle Creek," leveraging and complementing existing assets and infrastructure for aviation and non-aeronautical aviation-related investment and job creation at W.K. Kellogg Airport and contiguous property. A promotional video laying out this business case was included in our work.



Target Aerospace Cluster Industry Study Plan Chippewa Valley Regional Airport, WI (KEAU)

Our team provided a proven process to guide the Airport toward value added and sustainable economic growth. Our work targeted the expansion of existing manufacturers and/or the development or location of new aerospace-related companies to the region, with the Airport as the main location. Explorer Solutions developed a "best-fits" positioning (sub-sector industry cluster) for the Airport and attracted targeted aerospace/aviation manufacturers, airlines, and academia to locate on site.

Explorer Solutions provides innovative solutions in all areas of business intelligence, international relations, strategic planning, cluster development, trade, investment attraction, and community services to the economic development sectors.

Airport Services

Your key to success worldwide

Explorer Solutions provides planning services to a broad spectrum of general aviation and commercial service airports. Our airport planning experience addresses air and land side issues.

Strategic Planning and Financial Analysis

The rigorous analysis and expertise of Explorer Solutions are highly regarded, especially in the development and assessment of business planning, long-term vision, infrastructure planning and growth management. Our team can help you assess and plan the integrated growth of your airport, evaluate new market opportunities and estimate the financial cost and ROI (Return on investment).

Market analysis and growth strategies

Explorer Solutions delivers high-quality market analysis addressing air transport market opportunities, concession services, business aviation development and attraction of aerospace-related industries. Our specialized team brings high value to the analysis, and our specialized methodologies ensure the exactness of the results and overall conclusions.

Air Services Studies & Consulting

Looking to expand air service to new destinations? Our team can evaluate with you the estimated public and corporate demand per destinations, negotiate and help you select air carriers, address regulatory issues and prepare a marketing campaign to reach the targeted clientele. We have the understanding, experience, and services specifically tailored to help regional, local and non-hub airports find solutions.

Business Plan & Feasibility Study

Business plans or feasibility studies are decision making tools. They provide a detailed portrait of your airport and management process but can also be targeted to a single or specific project. Our strong knowledge of airports and industry trends enables our team to prepare in-depth deliverables providing strong content and real data.

On and Off Airport land-use plans

Our economic development expertise and our aviation competencies join forces to deliver land-use plans encompassing a 360-degree view of the airport and surrounding land. We help our client move from land allocation to land development by bridging the gap between planning and development.

Economic Impact Analysis

This analysis provides critical information demonstrating the value and economic impact (direct, indirect, induced) of your airport in the Community. It's a "must have" tool when policy makers, the public or City/County officials question the funding and purpose of your airport. Our team has a proven track record with economic impact analysis. We can help prove the economic value of your airport and assess future growth sectors.

Air Navigation and Aviation Operational Consultancy

In order to optimize the accessibility to the airport in any weather condition, we can answer to the clients' needs in Evaluation of Runway Certification and Obstacle Clearances, determining the feasibility of Instrument Flight Procedures and Flight Procedure Design and Airspace Management. Our aim is assisting Air Navigation Service Providers, Airport Operators, Civil Aviation Agencies, Military Aviation, and the general aviation industry in achieving maximum operational effectiveness and maintaining high safety standards.



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AIRPORT STRATEGIC POSITIONING INITIATIVE

Aerospace Cluster Development at Airports

CED Alma - Drones Centre of Excellence

www.cedalma.com — Alma Airport Authority (Alma, QC)

Creation of an Unmanned Aerial System Center of Excellence. Started in 2011, the CED Alma is today Canada's largest drones flight testing center and actively support the development and growth of the drones sector in Quebec and Canada. Besides the test facilities, the CED provides R&D services, pilot and operations personnel training and a think tank on doctrine and future evolution of UAS. Twenty one UAS organizations are members of the CED.



Greenforces Cluster — www.greenforcesllc.com

Houghton County Memorial Airport and MTEC Smart Zone (MI)

Greenforces LLC focused on the light weighting of parts and components for military aircraft and ground vehicles. Greenforces is a cluster aiming to develop and manufacture quality advanced materials and technology solutions for the Aerospace and Defense industry. The consortium now regroups nine organizations and one university.



Aerotech - Aircraft Recycling and Dismantling

www.migreenaviation.com

Sawyer International Airport and Telkite Technology Park (MI)

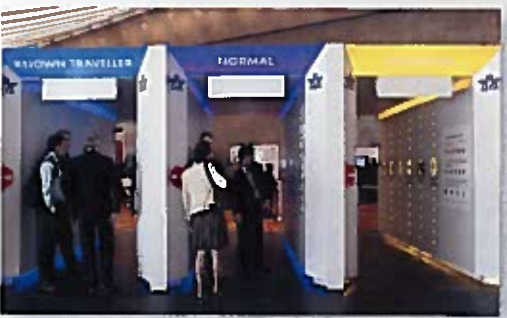
The efforts undertaken by Explorer Solutions led to the creation of a coalition dedicated to the advancement of green aircraft technology that focuses on recycling and dismantling of aircraft. As a result, a group of companies have integrated recycling and dismantling work into their service offering. Recycling and Dismantling activities are led by American Eagle with involvement from Boeing.



Airpole – Airport & Aviation Security Global Testing and Training Center — www.air-pole.com

Sherbrooke Airport (QC)

Airpole, a center of excellence providing one-stop, integrated service for airport security related training, testing, integration and equipment validation/certification. Airpole is fostering the emergence of new, efficient, security-related technologies, measures and protocols. Airpole is a certified IATA Regional Training Center.



Explorer Solutions provides innovative solutions in all areas of business intelligence, international relations, strategic planning, market development, investment attraction and lobbying to the aerospace, airport and economic development sectors.

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UNIQUE AIRPORT SERVICES

AIRPORT MARKETING

Why market your airport? Most often, marketing tools and marketing activities are developed to help generate additional airport business and sustain airport growth and revenues. Among the targeted results:

On the Airport Business Side:

- Attract additional activity & business to the airport
- Increase the number of based aircraft & hangars
- Retain existing tenants

On the Air Service Side:

- Attract passengers
- Solidify existing service
- Pursue new air service opportunities

On the Airport Support Side:

- Rally support/awareness for the airport
- Inform the community, other stakeholders, and funding agencies

Explorer Solutions has developed unique capabilities to support community and regional airports with their marketing. Our team of seasoned professionals has more than 150 years of combined experience.

Among our airport marketing services:

- Marketing and Communication Plans
- Investment Attraction Strategies and Implementation
- Airport Strategic Positioning
- Economic Impact Studies
- Business Development Plans and Implementation
- Customer & Tenants Surveys
- SWOT Analysis

With government agencies facing years of budget constraints and reductions, airports may need to contribute more to finance improvements and infrastructure. Will you have the necessary revenue?

We can help you plan for the future and be ready to meet tomorrow's challenges today.

ALTERNATIVE REVENUE GENERATION

Traditional revenue sources fluctuate; Government agencies, Counties and Cities are asking you to become more self-sustainable. Where can you find alternative sources of revenue?

In today's aviation environment, airports that are looking beyond conventional sources of revenue are prevailing. Have you considered that your airport could be more than an aviation platform?

Have you given any thought to attracting manufacturing activities, business services, retail & commerce, technology or research & development to your airport?

Our team of expert airport planners and developers can help you identify new and sustainable sources of revenue for your airport.



Among the sectors/sources we look at:

- Agriculture
- Energy
- Industry/Manufacturing
- Commerce/Retail
- Events/Souvenirs
- Branding/Sponsors
- Real Estate
- Technology

Our services:

- Identification and Development of New Sources of Revenue
- Feasibility Studies
- Business Plans
- Market Studies
- Marketing and Communication Strategies
- Surveys (Tenants, End-users, Industry)
- Client Identification and Attraction

Don't rely only on traditional sources of revenue to sustain your airport operations. See what alternative sources are available to you.

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