



**FISCAL YEAR 2023-2025  
AIR SERVICE INCENTIVE PROGRAM  
(ASIP 2.1)**

**PROGRAM OVERVIEW AND GUIDANCE  
DOCUMENT**

JULY 2022

Revised  
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**MANCHESTER-BOSTON REGIONAL AIRPORT  
MANCHESTER, NEW HAMPSHIRE**

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## SECTION I – DESCRIPTION OF PROGRAM

### 1.1 Program Introduction

The City of Manchester Department of Aviation (“AIRPORT”) has established a goal of increasing airline capacity to the AIRPORT to better serve the region’s customers, businesses, and overall economic development. As such, the AIRPORT is pleased to present a new Air Service Incentive Program (“PROGRAM”) for all Air Carriers as defined in this Program Overview document.

The PROGRAM is consistent with the established strategic objectives of the AIRPORT:

- a) Enhancing our **relevancy** to our customers by increasing the number of travel choices available to the citizens of New Hampshire; and,
- b) Embracing **innovative** approaches in the conduct of our business; and,
- c) Increasing organizational **sustainability** by retaining catchment area demand that is leaking to other airports; and,
- d) Enhancing the **engagement** of our customers with our brand by creating an attractive mix of airline business models to better meet their travel needs.

These strategic objectives make up the acronym “RISE.”

### 1.2 Program Objectives

The ASIP was developed to support the following objectives:

- a) Stimulate domestic passenger air service at MHT; and,
- b) Stimulate international passenger air service from pre-cleared points of departure to MHT; and,
- c) Increase non-aeronautical revenues at MHT through increased passenger demand; and,
- d) Reduce the cost per enplanement for Incumbent Air Carriers and simultaneously lower the barrier to entry for New Entrant Air Carriers.

### 1.3 Program Components

The PROGRAM has the following components available to all Air Carriers. These components are further defined in this Program Overview document.

- a) Marketing incentives; and,

- b) Landing fee waivers; and,
- c) Terminal rental waivers; and,
- d) Additional support available to Air Carriers under the PROGRAM.

The purpose of this update to the ASIP 2.0 is to incorporate new FAA guidance issued December 7, 2023, on air carrier incentive programs. As this is a mid-cycle revision, the ASIP 2.1 program will be in effect for the remainder of City fiscal year 2024 and for the entirety of city fiscal year 2025 (i.e., through June 30, 2025). This effective date is consistent with the original end date of ASIP 2.0.

#### **1.4 Program Termination**

The termination of the PROGRAM will not terminate the incentives provided to an Air Carrier for any qualified service under this PROGRAM provided that:

- a) The service is memorialized in an executed agreement with the AIRPORT prior to the termination date; and,
- b) The FAA or AIRPORT’S legal counsel determines that the PROGRAM and/or any applicable agreement(s) violate federal law, rules, or regulations, or the AIRPORT’S obligations under federal grant assurances; then the AIRPORT reserves the right to immediately terminate the PROGRAM and any waivers or further Marketing incentives provided under this PROGRAM and any applicable agreement(s).

Any notification of termination of the PROGRAM shall be through and effective upon written notice by the Airport Director to Air Carriers participating in the PROGRAM at the time of the finding.

#### **1.5 Definitions**

Unless otherwise defined herein, the following words used in this Program Overview document shall have the following meanings:

- a) Adjusted Annual Capacity – The level of capacity provided by the Air Carrier into the AIRPORT adjusted for cancellations, also known as the Completion Factor. For purposes of the PROGRAM, the Completion Factor is set at 98%.
- b) Air Carrier – Any airline duly certificated by the U.S. Department of Transportation and Federal Aviation Administration under Title 14 of the Code of Federal Regulations Part 121, 129, 135, or 380 that is also a signatory airline to an Airline Operating Agreement with the AIRPORT or has signed an Airport Operating Permit as a non-signatory carrier.
- c) Air Carrier Incentive Agreement – A formal agreement between the AIRPORT and the Air Carrier that outlines the agreed upon incentives, performance requirements, terms and conditions, and other items as deemed necessary by the AIRPORT. As used in this Program Overview document, the Air Carrier Incentive

Agreement will be referred to as the “AGREEMENT.” A copy of the AGREEMENT can be found in Appendix C.

- d) Air Service Support and Enhancement Team (“ASSET”) – a consortium of local chambers of commerce that work on behalf of and in conjunction with state and local government to support the recruitment and development of nonstop commercial air service to key domestic and international markets from the AIRPORT.
- e) Airport – The Manchester-Boston Regional Airport, which is a business-like unit of the City of Manchester, New Hampshire.
- f) Airport Facility Rents and Fees – Airport rents and fees for use of the airfield and apron areas, terminal building space and equipment as identified in the current Airline Operating Agreement or Airport Operating Permit in effect at the time the AGREEMENT is executed.
- g) Application – The written request to participate in the PROGRAM submitted by a qualifying Air Carrier for service that meets any plan included in the PROGRAM. The Application can be found in Appendix B.
- h) Aviation Director – City of Manchester’s designated administrator of the Manchester-Boston Regional Airport (“MHT”) and the PROGRAM, or their designee.
- i) Catchment Area Demand – The total number of passengers per day each way for a specific market as determined by the most recent 4Q data from Airline Data Inc. airport catchment analytics data.
- j) Eligible Square Footage – The square footage leased by an Air Carrier *less* common use area, as defined in the Airline Operating Agreement or Airport Operating Permit, that is shared among the signatory Air Carriers on a per-enplanement or per-deplanement basis.
- k) Existing Market – a market that is currently served by an Air Carrier or was served by an Air Carrier at any point in the preceding twelve month period.
- l) Incremental Capacity – The increase in capacity on a qualifying market provided by the Air Carrier and memorialized in the AGREEMENT.
- m) Incremental Capacity, New Entrant – the increase in capacity on a qualifying market provided by the Air Carrier which will be equal to the total landed weight the total number of departing seats available to the Manchester market.
- n) Incremental Capacity, Incumbent Carrier – the increase in capacity on a qualifying market provided by an Incumbent Air Carrier which will be equal to a) the incremental increase in landed weight associated with the incentivized market(s) and b) the incremental increase in departing seats made available to the Manchester market and associated with the incentivized market(s).
- o) Incumbent Air Carrier – Any Air Carrier other than a New Entrant that currently operates scheduled air service into and out of the AIRPORT.

- p) International Route(s) – Unserved non-stop route(s) flown to and from the AIRPORT to an airport outside the United States or its territories.
- q) Landing Fee – The amount calculated per 1,000 pounds of aircraft landed weight, applicable to Air Carriers and established each fiscal year by the City. The Landing Fee is established at the beginning of each fiscal year and may be adjusted from time to time during the fiscal year.
- r) Marketing Incentives – AIRPORT paid advertising and promotion of a qualifying route that meets any plan included in the PROGRAM.
- s) Net New Capacity – the amount of capacity, as measured in departing seats, above existing capacity over a similar service period that is required for an Air Carrier to receive incentives under the PROGRAM for service to an existing market.
- t) New Market – Any domestic or international market that has not been served at any point in time during the previous 12 consecutive months from the AIRPORT on a nonstop basis by an Air Carrier.
- u) New Entrant Air Carrier – Any Air Carrier, or their subsidiary, that a) announces and subsequently initiates service to the AIRPORT, b) executes an Airline Operating Agreement or Airport Operating Permit with the AIRPORT, and c) has not provided regularly scheduled service at the AIRPORT at any point in time during the previous 12-month period. An Air Carrier that operates at the AIRPORT solely as an affiliate of an Incumbent Air Carrier is not eligible to participate in New Entrant Incentives. An Air Carrier retains New Entrant status only for the first year after it enters the Manchester market. After one year, the New Entrant Air Carrier is considered an Incumbent Air Carrier and no longer a New Entrant.
- v) Qualifying Market – Any market that is served by a New Entrant or that is specifically included in this Program Overview document regardless of whether the market is served by a New Entrant Air Carrier or Incumbent Air Carrier.
- w) Seasonal Service – Air service that is initiated for short-term peak travel periods in any given year. Seasonal service may be incentivized for up to three (3) seasonal periods for a maximum incentive period of twenty-one (21) months.
- x) Service Frequency – The number of weekly or daily operations that an Air Carrier proposes to fly into the Airport. To determine marketing incentives for seasonal less-than-daily frequencies, the Airport will convert the proposed number of seasonal frequencies into an equivalent number of weekly frequencies and then round to the nearest whole number (i.e.; 30 flights over a 12 week period equates to 2.5 average weekly frequencies which would qualify for a 3x weekly service marketing incentive).
- y) Short-term Peak Travel Period - any period where service exists for at least three (3) consecutive months, but which does not exceed seven (7) consecutive months.
- z) Premium Market – A special category of New Markets from the AIRPORT that demonstrate strong catchment area demand and deemed by the Airport Manager to be consistent with the expressed needs of the citizens and businesses in the Greater Manchester community.

- aa) Underserved Qualifying Market – A special category of markets currently served by an Incumbent Air Carrier from the AIRPORT that demonstrate a significant shortage of departing seat capacity compared to catchment area demand.
- bb) Waiver Eligible Square Footage – The amount of terminal rental space leased by an Air Carrier that is eligible for waivers under the PROGRAM.
- cc) Waived Rents and Fees Budget – A fiscal year annual budget for waived rents and fees that is developed as part of the budget process.

## **1.6 Incentive Plans**

The following incentive plans are available to Air Carriers:

- 1) Plan A: New Entrant; and,
- 2) Plan B: New Market; and,
- 3) Plan C: Underserved Qualifying Market; and,
- 4) Plan D: New Service to a Premium Domestic Market; and,
- 5) Plan E: New Service to a Premium International Market; and,
- 6) Plan F: Net New Service to an Existing Market; and,
- 7) Plan G: Cargo Incentive Program.

Marketing incentives provided in Plans C, D, E, and F can be combined with Marketing incentives under Plan A. Further, the Marketing Incentives provided under Plans D and E can be combined with Marketing Incentives under Plan B.

Each of these plans and their respective incentives are defined in further detail in Section II of this Program Overview document.

## SECTION II – INCENTIVE PLANS

### 2.1 Plan A: New Entrant

The following incentive plan is available to any Air Carrier, as defined in this PROGRAM, that initiates service to the Manchester market and has not provided service to the AIRPORT at any point in time over the previous 12-month period.

**Marketing Incentives:** The AIRPORT will provide Marketing incentives for a New Entrant Air Carrier dependent on the service profile provided by the Air Carrier for each market covered in an executed AGREEMENT:

#### Annual Service:

- 1) **2x weekly service:** A total of \$90,000 for the first 12 consecutive months of less than daily service.
- 2) **3x weekly service:** A total of \$100,000 for the first 12 consecutive months of less than daily service.
- 3) **4x weekly service:** A total of \$110,000 for the first 12 consecutive months of less than daily service.
- 4) **5x weekly service:** A total of \$120,000 for the first 12 consecutive months of less than daily service.
- 5) **1x daily service:** A total of \$150,000 for the first 12 consecutive months of daily service.

#### Seasonal Service:

The Marketing incentives listed below indicate marketing support in the first season of service. If the service returns for a second season with at least the same level of seat capacity in the first season, the AIRPORT will provide 75% of the incentive listed below for the second season. If the service returns for a third season with at least the same level of seat capacity in the first season, the Airport will provide 50% of the incentive below for the third season. Total duration of incentives for seasonal service will not exceed 21 months.

- 1) **2x weekly service:** An amount ranging from \$22,500 for three months of seasonal service to a maximum of \$52,500 for seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.
- 2) **3x weekly service:** An amount ranging from \$25,000 for three months of seasonal service to a maximum of \$58,000 for seven months of seasonal service.



The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.

- 3) **4x weekly service:** An amount ranging from \$27,500 for three months of seasonal service to a maximum of \$64,000 for seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.
- 4) **5x weekly service:** An amount ranging from \$30,000 for three months of seasonal service to a maximum of \$70,000 for seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.
- 5) **1x daily service:** An amount ranging from \$37,500 for three months of seasonal service to a maximum of \$87,500 for seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT. The marketing incentives provided under Plan A can be coupled with the marketing incentives available under Plan B, Plan C, Plan D, and Plan E.

**Landing Fee Waivers:** The AIRPORT will waive 100% of landing fees for the first 12 consecutive months of new entrant service or the first season of operation for seasonal service, provided that the service profile remains at the level included in the AGREEMENT for each city-pair covered by the AGREEMENT. Should the service profile change for any city-pair included in the AGREEMENT, then the amount of the fee waiver available to the Air Carrier will be reduced proportionate to the reduction in service profile. Further, the AIRPORT will waive 50% of landing fees for a second 12-month period, or the second or third season of seasonal service, should the carrier continue the same service profile for each city-pair included in the AGREEMENT. Should the service profile be reduced for any city-pair during the first 12-month period from the amount included in the AGREEMENT, then no portion of the second-year fee waiver will be available to the Air Carrier.

**Terminal Rental Waivers:** The AIRPORT will waive 100% of terminal rental fees, including apron rental fees, RON fees, and jet-bridge rental fees for the first 12 consecutive months of new entrant service or the first season of operation for seasonal service, provided that the service profile remains at the level included in the AGREEMENT for each city-pair covered by the AGREEMENT. Should the service profile change for any city-pair included in the AGREEMENT, then the amount of the rental abatement available to the Air Carrier will be reduced proportionate to the reduction in service profile. Further, the Airport will waive 50% of terminal rental fees for a second 12-month period, or the second or third season of seasonal service, should the carrier continue the same service profile for each city-pair included in the AGREEMENT. Should the service profile be reduced for any city-pair during the first 12-month period from the amount included in the AGREEMENT, then no portion of the second-year rental abatement will be available to the Air Carrier.

**Other Support:** The AIRPORT will provide the following support initiatives:

- 1) **Community Engagement:** The AIRPORT maintains close relationships with local business leaders, chambers, and local and state economic development organizations. We will utilize resources available to the AIRPORT from these organizations in both the Manchester market and, in consultation with the

destination airport, in the destination market to promote “both ends” of the new service to corporate travel departments and key decision makers. Additionally, the ASSET will be made aware of the service that qualifies for this incentive, and, at its own discretion, may, or may not, opt to provide additional benefits or support above and beyond what is included in this ASIP.<sup>1</sup>

- 2) **Local Press Releases:** In consultation with the Air Carrier and the destination airport, the AIRPORT will issue press releases to help promote the new service. Our Marketing and Public Relations team will work closely with your corporate communications team to carefully craft press releases and time them appropriately to drive maximum earned media value.
- 3) **Inaugural Support:** The MHT Team will provide support for a successful and memorable inaugural event utilizing our resources in the community. We will work closely with your marketing and branding teams to ensure the inaugural campaign is on-target and brand-specific.
- 4) **Social Media:** The MHT Marketing and Public Relations team regularly engages with the public, local, and state businesses to promote activity at the Airport. Multiple social media platforms will be utilized, including the AIRPORT channels for Twitter, LinkedIn, Instagram, Facebook, and YouTube.

**ANY ADDITION TO MARKET-SPECIFIC FREQUENCIES INCLUDED IN THE AGREEMENT WILL NOT BE ELIGIBLE FOR ADDITIONAL INCENTIVES UNDER THE ASIP 2.1 PROGRAM UNLESS THE CAPACITY ADDED MEETS OR EXCEEDS THE THRESHOLDS CONTAINED IN PLAN F.<sup>2</sup>**

## 2.2 Plan B: New Market

The following incentive plan is available to any Air Carrier that initiates service to a New Market from Manchester.

**Marketing Incentives:** The AIRPORT will provide Marketing incentives for new service to a New Market dependent on the level of service provided by the Air Carrier for each market covered in an executed AGREEMENT:

### **Annual Service:**

- 1) **2x weekly service:** A total of \$50,000 for the first 12 consecutive months of less than daily service.
- 2) **3x weekly service:** A total of \$60,000 for the first 12 consecutive months of less than daily service.

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<sup>1</sup> Pursuant to FAA’s *Airport Revenue Use Policy*, no airport revenue shall be used to pay for any cost associated with the familiarization flight.

<sup>2</sup> For example, Carrier Z enters the MHT-XYZ market at an agreed upon 3x weekly frequency yearly service (i.e, not seasonal). If after six months of service, Carrier Z desires to increase this to a 5x weekly service profile, then additional Marketing incentives under the 5x frequency (\$20,000) *would not* be available to Carrier Z unless the additional seat capacity into MHT-XYZ market is deemed “significant” under Plan F.

- 3) **4x weekly service:** A total of \$70,000 for the first 12 consecutive months of less than daily service.
- 4) **5x weekly service:** A total of \$80,000 for the first 12 consecutive months of less than daily service.
- 5) **1x daily service:** A total of \$100,000 for the first 12 consecutive months of daily service.

### Seasonal Service:

The Marketing incentives listed below indicate marketing support in the first season of service. If the service returns for a second season with at least the same level of seat capacity in the first season, the AIRPORT will provide 50% of the incentive listed below for the second season. If the service returns for a third season with at least the same level of seat capacity in the first season, the Airport will provide 25% of the incentive below for the third season. Total duration of incentives for seasonal service will not exceed 21 months.

- 1) **2x weekly service:** An amount ranging from \$12,500 for three months of seasonal service to a maximum of \$29,200 for seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.
- 2) **3x weekly service:** An amount ranging from \$15,000 for three months of seasonal service to a maximum of \$35,000 for seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.
- 3) **4x weekly service:** An amount ranging from \$17,000 for three months of seasonal service to a maximum of \$40,800 for seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.
- 4) **5x weekly service:** An amount ranging from \$20,000 for three months of seasonal service to a maximum of \$46,700 for seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.
- 5) **1x daily service:** An amount ranging from \$25,000 for three months of seasonal service to a maximum of \$58,300 for seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT. The marketing incentives provided under Plan B can be coupled with the marketing incentives available under Plan A, Plan C, Plan D, and Plan E.

**Landing Fee Waivers:** The AIRPORT will waive 100% of landing fees for the first 12 consecutive months of service or the first season of operation for seasonal service to a New Market, provided that the service profile remains at the level included in the AGREEMENT for each New Market covered by the AGREEMENT. Should the service profile be reduced for any New Market included in the AGREEMENT, then the amount of the fee waiver available to the Air Carrier will be reduced proportionate to the reduction

in service profile. Further, the AIRPORT will waive 50% of landing fees for a second 12-month period, or the second or third season of seasonal service, should the carrier continue the same service profile for each New Market included in the AGREEMENT. Should the service profile be reduced for any New Market during the first 12-month period from the amount included in the AGREEMENT, then no portion of the second-year fee waiver will be available to the Air Carrier.

**Terminal Rental Waivers:** The AIRPORT will waive 100% of terminal rental fees, including apron rental fees, RON fees, and jet-bridge rental fees for the first 12 consecutive months of service or the first season of operation for seasonal service to a New Market, provided that the service profile remains at the level included in the AGREEMENT for each New Market covered by the AGREEMENT. Should the service profile be reduced for any New Market included in the AGREEMENT, then the amount of the rental abatement available to the Air Carrier will be reduced proportionate to the reduction in service profile. Further, the AIRPORT will waive 50% of terminal rental fees for a second 12-month period, or the second or third season of seasonal service, should the carrier continue the same service profile for each New Market included in the initial AGREEMENT. Should the service profile be reduced for any New Market during the first 12-month period from the amount included in the AGREEMENT, then no portion of the second-year rental abatement will be available to the Air Carrier.

**Other Support:** The AIRPORT will provide the following support initiatives:

- 1) **Community Engagement:** The AIRPORT maintains close relationships with local business leaders, chambers, and local and state economic development organizations. We will utilize resources available to the AIRPORT from these organizations in both the Manchester market and, in consultation with the destination airport, in the destination market to promote “both ends” of the new service to corporate travel departments and key decision makers. Additionally, the ASSET will be made aware of the service that qualifies for this incentive, and, at its own discretion, may, or may not, opt to provide additional benefits or support above and beyond what is included in this ASIP.<sup>3</sup>
- 2) **Local Press Releases:** In consultation with the Air Carrier and the destination airport, the AIRPORT will issue press releases to help promote the new service. Our Marketing and Public Relations team will work closely with your corporate communications team to carefully craft press releases and time them appropriately to drive maximum earned media value.
- 3) **Inaugural Support:** The MHT Team will provide support for a successful and memorable inaugural event utilizing our resources in the community. We will work closely with your marketing and branding teams to ensure the inaugural campaign is on-target and brand-specific.
- 4) **Social Media:** The MHT Marketing and Public Relations team regularly engages with the public, local, and state businesses to promote activity at the Airport. Multiple social media platforms will be utilized, including the AIRPORT channels for Twitter, LinkedIn, Instagram, Facebook, and YouTube.

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<sup>3</sup> Pursuant to FAA’s *Airport Revenue Use Policy*, no airport revenue shall be used to pay for any cost associated with the familiarization flight.

**ANY ADDITION TO MARKET-SPECIFIC FREQUENCIES INCLUDED IN THE AGREEMENT WILL NOT BE ELIGIBLE FOR ADDITIONAL INCENTIVES UNDER THE ASIP 2.1 PROGRAM UNLESS THE CAPACITY ADDED MEETS OR EXCEEDS THE THRESHOLDS CONTAINED IN PLAN F.<sup>4</sup>**

### **2.3 Plan C: Underserved Qualifying Market**

The following incentive plan is available to any Air Carrier that initiates service on any Underserved Qualifying Market. Based on market conditions and the Manchester community’s strategic interests, the Airport Director may amend the list of Underserved Qualifying Markets from time to time. Should air service on an Underserved Qualifying Market be provided but later discontinued, the route will again be considered a listed Underserved Qualifying Market with any interested Air Carrier subject to eligibility terms and conditions of the PROGRAM.

As of the date of this Program Overview document, the Airport Director has identified the markets in **Table A.1** in **Appendix A** as Underserved Qualifying Markets.

**NOTE: AIR CARRIERS ARE ENCOURAGED TO READ THE TERMS AND CONDITIONS TO UNDERSTAND HOW INCREMENTAL CAPACITY IS DETERMINED AND HOW IT WILL BE APPLIED TO THE AIR CARRIER.**

**Marketing Incentives:** The AIRPORT will provide Marketing incentives for new service in an Underserved Qualifying Market dependent on the level of service provided by the Air Carrier for each market covered in an executed AGREEMENT:

#### **Annual Service:**

- 1) **2x weekly service:** A total of \$20,000 for the first 12 consecutive months of less than daily service.
- 2) **3x weekly service:** A total of \$30,000 for the first 12 consecutive months of less than daily service.
- 3) **4x weekly service:** A total of \$40,000 for the first 12 consecutive months of less than daily service.
- 4) **5x weekly service:** A total of \$50,000 for the first 12 consecutive months of less than daily service.
- 5) **1x daily service:** A total of \$60,000 for the first 12 consecutive months of daily service.

#### **Seasonal Service:**

The Marketing incentives listed below indicate marketing support in the first season of service. If the service returns for a second season with at least the same level of seat

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<sup>4</sup> For example, Carrier Z enters the MHT-XYZ market at an agreed upon 3x weekly frequency yearly service (i.e, not seasonal). If after six months of service, Carrier Z desires to increase this to a 5x weekly service profile, then additional Marketing incentives under the 5x frequency (\$20,000) *would not* be available to Carrier Z unless the additional seat capacity into MHT-XYZ market is deemed “significant” under Plan F.

capacity in the first season, the AIRPORT will provide 50% of the incentive listed below for the second season. If the service returns for a third season with at least the same level of seat capacity in the first season, the Airport will provide 25% of the incentive below for the third season. Total duration of incentives for seasonal service will not exceed 21 months.

- 1) **2x weekly service:** An amount ranging from \$5,000 for three months of seasonal service to a maximum of \$11,700 for seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.
- 2) **3x weekly service:** An amount ranging from \$7,500 for three months of seasonal service to a maximum of \$17,500 for seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.
- 3) **4x weekly service:** An amount ranging from \$10,000 for three months of seasonal service to a maximum of \$23,300 for seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.
- 4) **5x weekly service:** An amount ranging from \$12,500 for three months of seasonal service to a maximum of \$29,200 for seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.
- 5) **1x daily service:** An amount ranging from \$15,000 for three months of seasonal service to a maximum of \$35,000 for seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT. The marketing incentives provided under Plan C can be coupled with the marketing incentives available under Plan A or Plan B.<sup>5</sup> Marketing incentives for all Underserved Qualifying Markets may be offered on a “first-come-first-serve” basis. Once the Underserved Qualifying Market is served, these routes are no longer eligible for marketing incentives unless the Net New Capacity meets the thresholds contained in Plan F.

**Landing Fee Waivers:** The AIRPORT will waive 100% of landing fees for any Incremental Capacity added to an Underserved Qualifying Market, provided that the Incremental Capacity covered by the AGREEMENT is maintained throughout the first 12 consecutive months or first seasonal period defined by AGREEMENT. Should the Incremental Capacity be reduced on any Underserved Qualifying Market included in the AGREEMENT, then the amount of the fee waiver available to the Air Carrier will be reduced proportionate to the reduction in the Incremental Capacity. Further, the AIRPORT will waive 50% of landing fees for a second 12-month period, or the second or third season of seasonal service, should the carrier continue to provide the same Incremental Capacity in any Underserved Qualifying Market covered by the

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<sup>5</sup> Two scenarios can help illustrate this. Scenario 1: Carrier Z is a New Entrant Air Carrier and enters the MHT-MCO market at an agreed upon once daily frequency. Marketing assistance available to Carrier Z would be \$250,000 under Plan A plus \$125,000 in Plan C. Scenario 2: Carrier Y is an Incumbent Air Carrier and enters the MHT-MCO market at an agreed upon one daily frequency. Under this scenario, the marketing assistance available to Carrier Y would be the \$125,000 available under Plan C.

AGREEMENT. Should the Incremental Capacity during the first 12-month period or season be reduced to an Underserved Qualifying Market covered by the AGREEMENT from the amount included in the AGREEMENT, then no portion of the second-year or second and third season fee waiver will be available to the Air Carrier.

**Terminal Rental Waivers:** The AIRPORT will waive 100% of terminal rental fees, including apron rental fees, RON fees, and jet-bridge rental fees for any Incremental Capacity added to an Underserved Qualifying Market, provided that the Incremental Capacity covered by the AGREEMENT is maintained throughout the first 12 consecutive months or first seasonal period defined by AGREEMENT. Should the Incremental Capacity be reduced on any Underserved Qualifying Market included in the AGREEMENT, then the amount of the rental abatement available to the Air Carrier will be reduced proportionate to the reduction in the Incremental Capacity. Further, the AIRPORT will waive 50% of terminal rental fees for a second 12-month period, or the second or third season of seasonal service, should the carrier continue to provide the same Incremental Capacity on any Underserved Qualifying Market covered by the AGREEMENT. Should the Incremental Capacity during the first 12-month or season period be reduced to an Underserved Qualifying Market covered by the AGREEMENT from the amount included in the AGREEMENT, then no portion of the second-year or second and third season fee waiver will be available to the Air Carrier.

**Other Support:** The AIRPORT will provide the following support initiatives:

- 1) **Community Engagement:** The AIRPORT maintains close relationships with local business leaders, chambers, and local and state economic development organizations. We will utilize resources available to the AIRPORT from these organizations in both the Manchester market and, in consultation with the destination airport, in the destination market to promote “both ends” of the new service to corporate travel departments and key decision makers. Additionally, the ASSET will be made aware of the service that qualifies for this incentive, and, at its own discretion, may, or may not, opt to provide additional benefits or support above and beyond what is included in this ASIP.<sup>6</sup>
- 2) **Local Press Releases:** In consultation with the Air Carrier and the destination airport, the AIRPORT will issue press releases to help promote the new service. Our Marketing and Public Relations team will work closely with your corporate communications team to carefully craft press releases and time them appropriately to drive maximum earned media value.
- 3) **Inaugural Support:** The MHT Team will provide support for a successful and memorable inaugural event utilizing our resources in the community. We will work closely with your marketing and branding teams to ensure the inaugural campaign is on-target and brand-specific.
- 4) **Social Media:** The MHT Marketing and Public Relations team regularly engages with the public, local, and state businesses to promote activity at the Airport. Multiple social media platforms will be utilized, including the AIRPORT channels for Twitter, LinkedIn, Instagram, Facebook, and YouTube.

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<sup>6</sup> Pursuant to FAA’s *Airport Revenue Use Policy*, no airport revenue shall be used to pay for any cost associated with the familiarization flight.

**ANY ADDITION TO MARKET-SPECIFIC FREQUENCIES INCLUDED IN THE AGREEMENT WILL NOT BE ELIGIBLE FOR ADDITIONAL INCENTIVES UNDER THE ASIP 2.1 PROGRAM UNLESS THE CAPACITY ADDED MEETS OR EXCEEDS THE THRESHOLDS CONTAINED IN PLAN F.<sup>7</sup>**

## 2.4 Plan D: New Service to Premium Domestic Market

The following incentive plan is available to any Air Carrier that initiates service on any Premium Domestic Market. Based on market conditions and the Manchester community’s strategic interests, the Airport Director may amend the list of Premium Domestic Markets from time to time. Should air service on a Premium Domestic Market be provided but later discontinued, the route will again be considered a Premium Domestic Market with any interested Air Carrier subject to eligibility terms and conditions of the PROGRAM.

As of the date of this Program Overview document, the Airport Director has identified the markets contained in **Table A.2 in Appendix A** as Premium Domestic Markets.

**NOTE: AIR CARRIERS ARE ENCOURAGED TO READ THE TERMS AND CONDITIONS TO UNDERSTAND HOW INCREMENTAL CAPACITY IS DETERMINED AND HOW IT WILL BE APPLIED TO THE AIR CARRIER.**

**Marketing incentives:** The AIRPORT will provide Marketing incentives for new service in a Premium Domestic Market dependent on the level of service provided by the Air Carrier for each market covered in an executed AGREEMENT:

### **Annual Service:**

- 1) **2x weekly service:** A total of \$120,000 for the first 12 consecutive months of less than daily service.
- 2) **3x weekly service:** A total of \$140,000 for the first 12 consecutive months of less than daily service.
- 3) **4x weekly service:** A total of \$160,000 for the first 12 consecutive months of less than daily service.
- 4) **5x weekly service:** A total of \$180,000 for the first 12 consecutive months of less than daily service.
- 5) **1x daily service:** A total of \$200,000 for the first 12 consecutive months of daily service.

### **Seasonal Service:**

The Marketing incentives listed below indicate marketing support in the first season of service. If the service returns for a second season with at least the same level of seat

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<sup>7</sup> For example, Carrier Z enters the MHT-XYZ market at an agreed upon 3x weekly frequency yearly service (i.e, not seasonal). If after six months of service, Carrier Z desires to increase this to a 5x weekly service profile, then additional Marketing incentives under the 5x frequency (\$20,000) *would not* be available to Carrier Z unless the additional seat capacity into MHT-XYZ market is deemed “significant” under Plan F.



capacity in the first season, the AIRPORT will provide 50% of the incentive listed below for the second season. If the service returns for a third season with at least the same level of seat capacity in the first season, the Airport will provide 25% of the incentive below for the third season. Total duration of incentives for seasonal service will not exceed 21 months.

- 1) **2x weekly service:** An amount ranging from \$30,000 for three months of seasonal service to a maximum of \$70,000 for seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.
- 2) **3x weekly service:** An amount ranging from \$35,000 for three months of seasonal service to a maximum of \$81,700 for seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.
- 3) **4x weekly service:** An amount ranging from \$40,000 for three months of seasonal service to a maximum of \$93,300 for seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.
- 4) **5x weekly service:** An amount ranging from \$45,000 for three months of seasonal service to a maximum of \$105,000 for seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.
- 5) **1x daily service:** An amount ranging from \$50,000 for three months of seasonal service to a maximum of \$116,700 for seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT. The marketing incentives provided under Plan D can be coupled with the marketing incentives available under Plan A or Plan B. Marketing incentives for all Premium Domestic Markets may be offered on a “first-come-first-serve” basis. Once the Premium Domestic Market is served, these routes are no longer eligible for marketing incentives unless the Net New Capacity meets the thresholds contained in Plan F.

**Landing Fee Waivers:** The AIRPORT will waive 100% of landing fees for any new service to a Premium Domestic Market, provided that the Incremental Capacity covered by the AGREEMENT is maintained throughout the first 12 consecutive months or first season defined by AGREEMENT. Should Incremental Capacity be reduced on any new service to a Premium Domestic Market included in the AGREEMENT, then the amount of the fee waiver available to the Air Carrier will be reduced proportionate to the reduction in Incremental Capacity. Further, the AIRPORT will waive 50% of landing fees for a second 12-month period, or the second or third season of seasonal service, should the Air Carrier continue to provide the same Incremental Capacity to a Premium Domestic Market covered by the AGREEMENT. Should the Incremental Capacity during the first 12-month period or season be reduced to a Premium Domestic Market covered by the AGREEMENT from the amount included in the AGREEMENT, then no portion of the second-year or second and third season fee waiver will be available to the Air Carrier.

**Terminal Rental Waivers:** The AIRPORT will waive 100% of terminal rental fees, including apron rental fees, RON fees, and jet-bridge rental fees for any new service to a

Premium Domestic Market, provided that the Incremental Capacity covered by the AGREEMENT is maintained throughout the first 12 consecutive months or first season as defined by AGREEMENT. Should Incremental Capacity be reduced on any new service to a Premium Domestic Market included in the AGREEMENT, then the amount of the rental abatement available to the Air Carrier will be reduced proportionate to the reduction in Incremental Capacity. Further, the AIRPORT will waive 50% of terminal rental fees for a second 12-month period, or the second or third season of seasonal service, should the Air Carrier continue to provide the same Net New Capacity to a Premium Domestic Market covered by the AGREEMENT. Should the Incremental Capacity during the first 12-month period or season be reduced to a Premium Domestic Market covered by the AGREEMENT from the amount included in the AGREEMENT, then no portion of the second-year or second and third season fee waiver will be available to the Air Carrier.

**Other Support:** The AIRPORT will provide the following support initiatives:

- 1) **Community Engagement:** The AIRPORT maintains close relationships with local business leaders, chambers, and local and state economic development organizations. We will utilize resources available to the AIRPORT from these organizations in both the Manchester market and, in consultation with the destination airport, in the destination market in order to promote “both ends” of the new service to corporate travel departments and key decision makers. Additionally, the ASSET will be made aware of the service that qualifies for this incentive, and, at its own discretion, may, or may not, opt to provide additional benefits or support above and beyond what is included in this ASIP.
- 2) **Local Press Releases:** In consultation with the Air Carrier and the destination airport, the AIRPORT will issue press releases to help promote the new service. Our Marketing and Public Relations team will work closely with your corporate communications team to carefully craft press releases and time them appropriately to drive maximum earned media value.
- 3) **Inaugural Support:** The MHT Team will provide support for a successful and memorable inaugural event utilizing our resources in the community. We will work closely with your marketing and branding teams to ensure the inaugural campaign is on-target and brand-specific.
- 4) **Social Media:** The MHT Marketing and Public Relations team regularly engages with the public, local, and state businesses to promote activity at the Airport. Multiple social media platforms will be utilized, including the AIRPORT channels for Twitter, LinkedIn, Instagram, Facebook, and YouTube.

**ANY ADDITION TO MARKET-SPECIFIC FREQUENCIES INCLUDED IN THE AGREEMENT WILL NOT BE ELIGIBLE FOR ADDITIONAL INCENTIVES UNDER THE ASIP 2.1 PROGRAM UNLESS THE CAPACITY ADDED MEETS OR EXCEEDS THE THRESHOLDS CONTAINED IN PLAN F.<sup>8</sup>**

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<sup>8</sup> For example, Carrier Z enters the MHT-XYZ market at an agreed upon 3x weekly frequency yearly service (i.e, not seasonal). If after six months of service, Carrier Z desires to increase this to a 5x weekly service profile, then additional Marketing incentives under the 5x frequency (\$20,000) *would not* be available to Carrier Z unless the additional seat capacity into MHT-XYZ market is deemed “significant” under Plan F.

## 2.5 Plan E: New Service to Premium International Market

The following incentive plan is available to any Air Carrier that initiates service to any Premium International Market. Based on market conditions and the Manchester community’s strategic interests, the Airport Director may amend the list of Premium International Markets from time to time. Should air service on a Premium International Market be provided but later discontinued, the route will again be considered a Premium International Market with any interested Air Carrier subject to eligibility terms and conditions of the PROGRAM.

As of the date of this Program Overview document, the Airport Director has identified the markets contained in **Table A.3 of Appendix A** as Premium International Markets.

**NOTE: AIR CARRIERS ARE ENCOURAGED TO READ THE TERMS AND CONDITIONS TO UNDERSTAND HOW INCREMENTAL CAPACITY IS DETERMINED AND HOW IT WILL BE APPLIED TO THE CARRIER.**

**Marketing incentives:** The AIRPORT will provide Marketing incentives for new service to a Premium International Market dependent on the level of service provided by the Air Carrier for each market covered in an executed AGREEMENT:

### Annual Service:

- 1) **2x weekly service:** A total of \$90,000 for the first 12 consecutive months of less than daily service.
- 2) **3x weekly service:** A total of \$100,000 for the first 12 consecutive months of less than daily service.
- 3) **4x weekly service:** A total of \$110,000 for the first 12 consecutive months of less than daily service.
- 4) **5x weekly service:** A total of \$120,000 for the first 12 consecutive months of less than daily service.
- 5) **1x daily service:** A total of \$150,000 for the first 12 consecutive months of daily service.

### Seasonal Service:

The Marketing incentives listed below indicate marketing support in the first season of service. If the service returns for a second season with at least the same level of seat capacity in the first season, the AIRPORT will provide 50% of the incentive listed below for the second season. If the service returns for a third season with at least the same level of seat capacity in the first season, the Airport will provide 25% of the incentive below for the third season. Total duration of incentives for seasonal service will not exceed 21 months.

- 1) **2x weekly service:** An amount ranging between \$22,500 for three months of seasonal service to a maximum of \$52,500 of seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.

- 2) **3x weekly service:** An amount ranging between \$25,000 for three months of seasonal service to a maximum of \$58,300 of seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.
- 3) **4x weekly service:** An amount ranging between \$27,500 for three months of seasonal service to a maximum of \$64,200 of seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.
- 4) **5x weekly service:** An amount ranging between \$30,000 for three months of seasonal service to a maximum of \$70,000 of seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT.
- 5) **1x daily service:** An amount ranging between \$37,500 for three months of seasonal service to a maximum of \$87,500 of seven months of seasonal service. The marketing incentive will be dependent on the agreed upon months of seasonal service contained in the AGREEMENT. The marketing incentives provided under Plan E can be coupled with the marketing incentives available under Plan A or Plan B. Marketing incentives for all Premium International Markets may be offered on a “first-come-first serve” basis. Once the Premium International Market is served, these routes are no longer eligible for marketing incentives unless the Net New Capacity meets the thresholds contained in Plan F.

**Landing Fee Waivers:** The AIRPORT will waive 100% of landing fees for any new service to a Premium International Market, provided that the Incremental Capacity covered by the AGREEMENT is maintained throughout the first 12 consecutive months or first season as defined by AGREEMENT. Should Incremental Capacity be reduced on service to a Premium International Market included in the AGREEMENT, then the amount of the fee waiver available to the Air Carrier will be reduced proportionate to the reduction in Incremental Capacity. Further, the AIRPORT will waive 50% of landing fees for a second 12-month period, or the second or third season of seasonal service, should the Air Carrier continue to provide the same Incremental Capacity to a Premium International Market covered by the AGREEMENT. Should the Incremental Capacity during the first 12-month period or season be reduced to a Premium International Market covered by the AGREEMENT from the amount included in the AGREEMENT, then no portion of the second-year or second and third season fee waiver will be available to the Air Carrier.

**Terminal Rental Waivers:** The AIRPORT will waive 100% of terminal rental fees, including apron rental fees, RON fees, and jet-bridge rental fees for any new service to a Premium International Market, provided that the Incremental Capacity covered by the AGREEMENT is maintained throughout the first 12 consecutive months or first season as defined by AGREEMENT. Should Incremental Capacity be reduced on service to a Premium International Market included in the AGREEMENT, then the amount of the terminal rent abatement available to the Air Carrier will be reduced proportionate to the reduction in Incremental Capacity. Further, the AIRPORT will waive 50% of terminal rents for a second 12-month period, or the second or third season of seasonal service, should the Air Carrier continue to provide the same Incremental Capacity to a Premium International Market covered by the AGREEMENT. Should the Incremental Capacity during the first 12-month period be reduced to a Premium International Market covered by the AGREEMENT from the amount included in the AGREEMENT, then no portion of

the second-year or second and third season terminal rent abatement will be available to the Air Carrier.

**Other Support:** The AIRPORT will provide the following support initiatives:

- 1) **Community Engagement:** The AIRPORT maintains close relationships with local business leaders, chambers, and local and state economic development organizations. We will utilize resources available to the AIRPORT from these organizations in both the Manchester market and, in consultation with the destination airport, in the destination market in order to promote “both ends” of the new service to corporate travel departments and key decision makers. Additionally, the ASSET will be made aware of the service that qualifies for this incentive, and, at its own discretion, may, or may not, opt to provide additional benefits or support above and beyond what is included in this ASIP.
- 2) **Local Press Releases:** In consultation with the Air Carrier and the destination airport, the AIRPORT will issue press releases to help promote the new service. Our Marketing and Public Relations team will work closely with your corporate communications team to carefully craft press releases and time them appropriately to drive maximum earned media value.
- 3) **Inaugural Support:** The MHT Team will provide support for a successful and memorable inaugural event utilizing our resources in the community. We will work closely with your marketing and branding teams to ensure the inaugural campaign is on-target and brand-specific.
- 4) **Social Media:** The MHT Marketing and Public Relations team regularly engages with the public, local, and state businesses to promote activity at the Airport. Multiple social media platforms will be utilized including the AIRPORT channels for Twitter, LinkedIn, Instagram, Facebook, and YouTube.

**ANY ADDITION TO MARKET-SPECIFIC FREQUENCIES INCLUDED IN THE AGREEMENT WILL NOT BE ELIGIBLE FOR ADDITIONAL INCENTIVES UNDER THE ASIP 2.1 PROGRAM UNLESS THE CAPACITY ADDED MEETS OR EXCEEDS THE THRESHOLDS CONTAINED IN PLAN F.<sup>9</sup>**

## **2.5 Plan F: Net New Capacity to an Existing Market**

The following incentive plan is available to any Air Carrier that increases departing seat capacity in a) any Premium Domestic Market or by 10% or more, or b) any other market by more than 25% over a twelve-month period.

As of the date of this Program Overview document, the Airport Director has identified the markets contained in **Table A.2 in Appendix A** as Premium Domestic Markets.

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<sup>9</sup> For example, Carrier Z enters the MHT-XYZ market at an agreed upon 3x weekly frequency yearly service (i.e, not seasonal). If after six months of service, Carrier Z desires to increase this to a 5x weekly service profile, then additional 10 Marketing incentives under the 5x frequency (\$20,000) *would not* be available to Carrier Z unless the additional seat capacity into MHT-XYZ market is deemed “significant” under Plan F.

**NOTE: AIR CARRIERS ARE ENCOURAGED TO READ THE TERMS AND CONDITIONS TO UNDERSTAND HOW NET NEW CAPACITY IS DETERMINED AND HOW IT WILL BE APPLIED TO THE AIR CARRIER.**

**Landing Fee Waivers:** The AIRPORT will waive 100% of incremental landing fees for any net new service exceeding the threshold defined above, provided that the Net New Capacity covered by the AGREEMENT is maintained throughout the first 12 consecutive months. Should Net New Capacity be reduced on any new service included in the AGREEMENT, then the amount of the fee waiver available to the Air Carrier will be reduced proportionate to the reduction in Net New Capacity. If Net New Capacity drops below the incentive threshold illustrated above during the first 12 consecutive months, no incentive will be provided and the Air Carrier will be charged the formerly waived incremental fees.

**Terminal Rental Waivers:** The AIRPORT will waive 100% of incremental terminal rental fees, including apron rental fees, RON fees, and jet-bridge rental fees for any Net New service exceeding the threshold defined above, provided that the Net New Capacity covered by the AGREEMENT is maintained throughout the first 12 consecutive months. Should Net New Capacity be reduced on any new service included in the AGREEMENT, then the amount of the rental abatement available to the Air Carrier will be reduced proportionate to the reduction in Net New Capacity. If Net New Capacity drops below the incentive threshold illustrated above during the first 12 consecutive months, no incentive will be provided and the Air Carrier will be charged the formerly waived incremental fees.

**Other Support:** The AIRPORT will provide the following support initiatives:

- 1) **Community Engagement:** The AIRPORT maintains close relationships with local business leaders, chambers, and local and state economic development organizations. We will utilize resources available to the AIRPORT from these organizations in both the Manchester market and, in consultation with the destination airport, in the destination market in order to promote “both ends” of the new service to corporate travel departments and key decision makers. Additionally, the ASSET will be made aware of the service that qualifies for this incentive, and, at its own discretion, may, or may not, opt to provide additional benefits or support above and beyond what is included in this ASIP.
- 2) **Local Press Releases:** In consultation with the Air Carrier and the destination airport, the AIRPORT will issue press releases to help promote the new service. Our Marketing and Public Relations team will work closely with your corporate communications team to carefully craft press releases and time them appropriately to drive maximum earned media value.
- 3) **Social Media:** The MHT Marketing and Public Relations team regularly engages with the public, local, and state businesses to promote activity at the Airport. Multiple social media platforms will be utilized, including the AIRPORT channels for Twitter, LinkedIn, Instagram, Facebook, and YouTube.

**ANY ADDITION TO MARKET-SPECIFIC FREQUENCIES INCLUDED IN THE AGREEMENT WILL NOT BE ELIGIBLE FOR ADDITIONAL INCENTIVES UNDER THE ASIP 2.1 PROGRAM.<sup>10</sup>**

## **2.6 Plan G: Cargo Carrier Incentive Program**

The Airport will waive 50% of landing fees for cargo carriers duly certified under US Code of Federal Regulations that initiates new service to Manchester for the first 12 consecutive months.

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<sup>10</sup> For example, Carrier Z enters the MHT-XYZ market at an agreed upon 3x weekly frequency yearly service (i.e, not seasonal). If after six months of service, Carrier Z desires to increase this to a 5x weekly service profile, then additional Marketing incentives under the 5x frequency (\$20,000) *would not* be available to Carrier Z unless the additional seat capacity into MHT-XYZ market is deemed “significant” under Plan F.

## SECTION III – TERMS AND CONDITIONS

### 3.1 Plan Duration

The terms and conditions of the PROGRAM may be carried over after June 30, 2025, to cover any AGREEMENTS executed prior to June 30, 2025. AGREEMENTS will not exceed a 24-month period for each qualifying Air Carrier providing year-round service or 31-months for seasonal service (up to 3 qualifying seasons no more than 7 months each).

### 3.2 Suspension of ASIP

Funding dedicated for the waiver of Marketing Incentives, Landing Fees, and Terminal Rentals will be created annually as part of the AIRPORT’S annual budget process. Once budgeted incentive funds are fully encumbered for all eligible Applications and incentives, the ASIP will be suspended unless and until additional funds become available either during the current fiscal year or in a subsequent fiscal year.

### 3.3 Airline Rates and Charges

The costs associated with the PROGRAM will not be included in the rate base for airlines operating at the AIRPORT.

### 3.4 Application

To be eligible to participate in and receive any incentives under the PROGRAM, an Air Carrier will need to submit a fully completed Air Service Incentive Plan Application and execute the AGREEMENT.

### 3.5 Marketing Incentives

#### 3.5.1 Order of Incentives

Marketing incentives for Plans B, C, D, and E will be offered on a “first-come-first serve” basis. Once a market is served, the market is no longer eligible for Marketing Incentives unless the Net New Capacity meets the thresholds contained in Plan F.

#### 3.5.2 Multiple Air Carriers

In the event that the AIRPORT simultaneously receives two or more Applications from two or more Air Carriers for the same Qualifying Market included in Plans B, C, D, or E; then Marketing Incentives will be provided to the Air Carrier that has the earliest date of service initiation as stated on their Application.

#### 3.5.4 No Increase in Incentives



Should an Air Carrier increase the frequencies to the incentivized market during the initial 12-month period, additional marketing incentive funds will not be made available unless the Net New Capacity meets the thresholds contained in Plan F.

### 3.5.5 Forfeiture of Incentives

If the Air Carrier leaves the market prematurely or discontinues serving the Qualifying Market during the incentivized period, such Air Carrier shall be in default, and all remaining incentives will terminate. The AIRPORT shall be under no obligation to make any payments or provide any incentives to an Air Carrier in default even if such services were provided before the event of default occurred.

### 3.5.6 Marketing Standards

Marketing and/or promotional material must meet the following conditions to qualify for reimbursement under the PROGRAM:

- a) All marketing materials must specifically promote the Manchester-Boston Regional Airport, the eligible air carrier’s brand, and the Qualifying Market. The primary emphasis of all marketing and promotional materials must be the air service that is the subject of the applicable incentive.
- b) All marketing and promotional materials must mention “Manchester-Boston Regional Airport” in the copy, in a manner consistent with the AIRPORT’S current brand standards and marketing strategy, as determined by the Airport Director or their designee.
- c) The content of all PROGRAM eligible marketing materials, to include radio, is subject to the prior written approval of the Airport Director or their designee. Notwithstanding the foregoing, the AIRPORT shall exercise no control over nor exercise any approval of airline fare pricing included in such marketing and promotional materials.
- d) All marketing and promotional materials (except for radio promotions) must prominently display the AIRPORT logo in a manner consistent with the AIRPORT’S approved Brand Standards in effect at the time of the approval of the marketing and promotional materials.
- e) Approved marketing efforts will be funded up to a not-to-exceed amount specified in this Program Overview document and/or in the executed AGREEMENT.
- f) The AIRPORT shall make payment for eligible Marketing Incentives in one of the three methods set out below, so long as the marketing efforts meet the requirements set forth in this Program Overview document and/or in the AGREEMENT.
  - 1) Alternative A: The eligible Air Carrier taking advantage of any Marketing Incentives may develop a customized marketing plan in collaboration with the AIRPORT’S marketing firm and AIRPORT staff. The AIRPORT marketing firm will assist the Air Carrier and the AIRPORT in developing the marketing plan, provide creative

design services, as needed, and make media purchases not to exceed a specified dollar amount, which will be detailed in the signed AGREEMENT. All costs will be directly billed to the AIRPORT and paid by the AIRPORT at no cost to the Air Carrier.

- 2) Alternative B: The eligible Air Carrier may develop a cooperative marketing plan and product in collaboration with the AIRPORT using another advertising agency, media outlet, or entity of its choosing for purposes of developing the creative product. The creative services and media purchases may be invoiced to and paid directly by the AIRPORT to the advertising agency, media outlet, or entity providing the services. All supporting documentation, third party invoices, etc. will need to be provided with each invoice sent to the AIRPORT for processing. All creative must be approved by the Airport Director prior to the Air Carrier accumulating any expenses toward development of the marketing product or receiving reimbursement payment. Any expenses incurred by the Air Carrier prior to approval of creative by the Airport Director will not be reimbursed under the PROGRAM.
- 3) Alternative C: The eligible Air Carrier may develop the marketing product with the Airport Director’s approval using the Air Carrier resources for graphic design; procurement of production and media buys; and miscellaneous associated costs. The Air Carrier will invoice the AIRPORT with enough documentation clearly detailing all expenditures to be reimbursed hereunder. All creative must be approved by the Airport Director prior to the Air Carrier accumulating any expenses toward development of the marketing product or receiving reimbursement. Prior to receiving approval by the Airport Director, the Air Carrier MUST satisfactorily demonstrate that it will:
  - a) Provide all necessary supporting documentation, third-party invoices, correspondence, etc. as needed to satisfy an FAA review of all transactions associated with the marketing product that is being reimbursed under the PROGRAM.
  - b) The Air Carrier agrees to reimburse the AIRPORT for any expenditures should the FAA determine any agreed-to expenditure between the AIRPORT and the Air Carrier is ineligible.
  - c) The Air Carrier agrees to hold the AIRPORT harmless from any claims made by any contractor, vendor, or third-party entity used by the Air Carrier for the development and/or deployment of marketing created under this PROGRAM and covered by an AGREEMENT.
- g) All parties receiving payments from the AIRPORT must complete the necessary process to become a registered vendor with the AIRPORT prior to submitting any invoice to the AIRPORT.

- h) All third-party invoices for creative services and media purchases under Alternatives B and C above must be billed to:

Manchester-Boston Regional Airport  
Attention: Marketing/Public Relations Specialist  
1 Airport Road, Suite 300  
Manchester, New Hampshire 03103

### 3.6 Waiver Periods Defined: Yearly and Seasonal Service

**Yearly Service:** In accordance with the various plans contained in this Program Overview document, incentives for yearly service will be provided for a maximum term of 730-days from the first date of service indicated in the AGREEMENT. The incentive period will be divided into two (2) 365-day incentive periods:

- a) Primary Incentive Period: This period consists of the first 365-day period from the first date of service indicated in the AGREEMENT.
- b) Secondary Incentive Period: This period consists of a second 365-day period from the end of the Primary Incentive Period and consists of day number 366 through day number 730 as measured from the first date of service indicated in the AGREEMENT.

**Seasonal Service:** In accordance with the various plans contained in this Program Overview document, incentives for seasonal service will be provided for a maximum term of 943-days from the first date of service indicated in the AGREEMENT. The incentive period will be divided into two the following three periods:

- a) Primary Incentive Period: This period consists of the total number of days in the first season of service, up to a maximum of seven months.
- b) Secondary Incentive Period: This period consists of the total number of days in the second season of service, up to a maximum of seven months.
- c) Tertiary Incentive Period: This period consists of the total number of days in the third season of service, up to a maximum of seven months.

### 3.7 Landing Fee Waivers

Subject to the AIRPORT’S fiscal year Waived Rents and Fees Budget, all or a portion of the following fees may be waived.

#### 3.7.1 Initiation of Service by a New Entrant Air Carrier

Landing fees associated with new service flown by a New Entrant Carrier under Plan A, Plan B, Plan C, Plan D, or Plan E are eligible to be waived for a maximum term of 730-days from the first date of service indicated in the AGREEMENT. The amount of the waiver is based on the Incremental Capacity provided by the New Entrant by using the following methodology:

a) Primary Incentive Period

- 1) Base Activity Level: The Base Activity Level of Landed Weight for a New Entrant to the market will be equal to zero.
- 2) Primary Incentive Period Activity: At the conclusion of the Primary Incentive Period, and as data becomes available on the T-100 database, the AIRPORT will query a commercially available T-100 database the total number of flights completed by the New Entrant Air Carrier. Should the start date of operations occur on a date other than the first day of the month, then the Monthly Statistical Report submitted by the Air Carrier will be used for any partial month contained in the twelve-month activity period.

The total actual landed weight will be determined by querying a commercially available T-100 database to determine the total completed flights by aircraft-type to the qualifying market(s). The completed flights by aircraft-type will then be multiplied by the FAA Certificated Maximum Landing Weight for the aircraft type(s) during the Primary Incentive Period to determine total actual landed weight.

- 3) Incremental Capacity Determination: The Incremental Capacity will be the difference between the Primary Incentive Period Activity minus the Base Activity Level.
- 4) Waiver Determination: Provided that the Incremental Capacity during the Primary Incentive Period is greater-than-or-equal-to the Adjusted Market Capacity indicated in the Application and formalized in an AGREEMENT, then 100% of the Landed Fee associated with flights to the qualifying market will be waived.

Should the Incremental Capacity in the Primary Incentive Period be less than the Adjusted Market Capacity indicated in the Application and formalized in an AGREEMENT, then the amount of waiver will be reduced proportionate to the difference between Incremental Capacity during the Primary Incentive Period and the Adjusted Activity Level. Additionally, waivers under the Secondary Incentive Period will not be available to the Air Carrier.

b) Secondary Incentive Period

- 1) Base Activity Level: The base activity level for the Secondary Incentive Period will be equal to the base activity level used during the Primary Incentive Period.
- 2) Secondary Incentive Period Activity: At the conclusion of the Secondary Incentive Period, and as data becomes available on the T-100 database, the AIRPORT will query a commercially available T-100 database the total number of flights completed by the New Entrant Air Carrier. Should the start date of operations occur on a date other than the first day of the month, then the Monthly Statistical Report submitted by the

Air Carrier will be used for any partial month contained in the twelve-month activity period.

The total actual landed weight will be determined by querying a commercially available T-100 database to determine the total completed flights by aircraft-type to the qualifying market(s) completed during the Secondary Incentive Period. The completed flights by aircraft-type will then be multiplied by the FAA Certificated Maximum Landing Weight for the aircraft type(s) during the Secondary Incentive Period to determine total actual landed weight.

- 3) Incremental Capacity Determination: The Incremental Capacity will be the difference between the Secondary Incentive Period Activity minus the Base Activity Level.
- 4) Waiver Determination: Provided that the Incremental Capacity in the Secondary Incentive Period is greater-than-or-equal-to the Adjusted Market Capacity indicated in the Application and formalized in an AGREEMENT, then 50% of the Landed Fee associated with flights to the qualifying market will be waived.

Should the Incremental Capacity in the Secondary Incentive Period be less than the Adjusted Market Capacity indicated in the Application and formalized in an AGREEMENT, then the amount of waiver will be reduced proportionate to the difference between Incremental Capacity during the Secondary Incentive Period and the Adjusted Activity Level.

### 3.7.2 Initiation of Service by an Incumbent Air Carrier

Landing fees associated with new service to a Qualifying Market(s) flown by an Incumbent Air Carrier under Plan B, Plan C, Plan D, or Plan E are eligible to be waived for a maximum term of 730-days from the first date of service indicated in the AGREEMENT. The amount of the waiver is based on the Incremental Capacity provided by the Incumbent Air Carrier to Qualifying Market(s) by using the following methodology:

#### a) Primary Incentive Period:

- 1) Base Activity Level: The base activity level, expressed in terms of 1,000-pound units, for markets contained in Plan B, D, or E, will be equal to zero. Should an Air Carrier initiate service to a Qualifying Market under Plan C that the Air Carrier does not service, then the Base Activity Level will also be equal to zero.

Should an Incumbent Air Carrier initiate additional service to a Qualifying Market under Plan C that the Incumbent Air Carrier currently serves, then the AIRPORT will determine the Base Activity Level by querying a commercially available T-100 database for the most recent twelve-month period of data available. The T-100 data shall include the number of operations by aircraft type for the incumbent Air Carrier which will then be multiplied by the FAA Certificated Maximum

Landing Weight for the aircraft type(s) to determine the Base Activity Level.

- 2) Primary Incentive Period Activity: At the conclusion of the Primary Incentive Period, and as data becomes available on the T-100 database, the AIRPORT will query a commercially available T-100 database for the 12-month period to determine the total number of flights completed by the Incumbent Air Carrier by aircraft type. Should the start date of operations occur on a date other than the first day of the month, then the Monthly Statistical Report submitted by the Air Carrier will be used for any partial month contained in the twelve-month activity period.

The total actual landed weight will be determined by querying a commercially available T-100 database to determine the total completed flights by aircraft-type to the qualifying market(s) during the Primary Incentive Period. The completed flights by aircraft-type will then be multiplied by the FAA Certificated Maximum Landing Weight for the aircraft type during the Primary Incentive Period to determine total actual landed weight.

- 3) Incremental Capacity Determination: The Incremental Capacity will be the difference between the Primary Incentive Period Activity minus the Base Activity Level.
- 4) Waiver Determination: Provided that the Incremental Capacity during the Primary Incentive Period is greater-than-or-equal-to the Adjusted Market Capacity indicated in the Application and formalized in an AGREEMENT, then 100% of the Landed Fee associated with flights to the qualifying market will be waived.

NOTE: for an Incumbent Air Carrier, the amount of landed weight waived will be equal to a *proportionate amount* of total landed weight at the AIRPORT conducted by the Incumbent Air Carrier. Landed weight to markets not covered by an AGREEMENT will be charged at the Landing Fee contained in the annual airport budget and Rates and Charges.

Should the Incremental Capacity during the Primary Incentive Period be less than the Adjusted Market Capacity indicated in the Application and formalized in an AGREEMENT, then the amount of waiver will be reduced proportionate to the difference between Incremental Capacity during the Primary Incentive Period and the Adjusted Activity Level. Additionally, waivers under the Secondary Incentive Period will not be available to the Air Carrier.

b) Secondary Incentive Period:

- 1) Base Activity Level: The base activity level for the Secondary Incentive Period will be equal to the base activity level used during the Primary Incentive Period.

- 2) Secondary Incentive Period Activity: At the conclusion of the Secondary Incentive Period, and as data becomes available on the T-100 database, the AIRPORT will query a commercially available T-100 database for the 12-month period to determine the total number of flights completed by the Incumbent Air Carrier by aircraft type.

The total actual landed weight will be determined by querying a commercially available T-100 database to determine the total completed flights by aircraft-type to the qualifying market(s) during the Secondary Incentive Period. The completed flights by aircraft-type will then be multiplied by the FAA Certificated Maximum Landing Weight for the aircraft type during the Secondary Incentive Period to determine total actual landed weight.

- 3) Incremental Capacity Determination: The Incremental Capacity will be the difference between the Secondary Incentive Period Activity less the Base Activity Level.
- 4) Waiver Determination: Provided that the Incremental Capacity during the Secondary Incentive Period is greater-than-or-equal-to the Adjusted Market Capacity indicated in the Application and formalized in an AGREEMENT, then 50% of the Landed Fee associated with flights to the qualifying market will be waived.

NOTE: for an Incumbent Air Carrier, the amount of landed weight waived will be equal to a *proportionate amount* of total landed weight at the AIRPORT conducted by the Incumbent Air Carrier. Landed weight to markets not covered by an AGREEMENT will be charged at the Landing Fee contained in the annual airport budget and Rates and Charges.

Should the Incremental Capacity during the Secondary Incentive Period be less than the Adjusted Market Capacity indicated in the Application and formalized in an AGREEMENT, then the amount of waiver will be reduced proportionate to the difference between Incremental Capacity during the Secondary Incentive Period and the Adjusted Activity Level.

### 3.8 Terminal Rental Waivers

Airport Terminal Rental Waivers will be applicable for an eligible Air Carrier ticket counter and adjoining queuing area, office space, hold room, terminal gate equipment, jet bridge, aircraft apron, and Remain Over Night (RON) parking. Fee Waivers may also apply to Common Use Space as defined in the current Airline Operating Agreement or Airport Operating Permit; however, only the portion of the Common Use charge that is allocated on a per-enplanement or per-deplanement basis would be eligible for waivers and only those fees applicable to the incentivized route(s).

#### 3.8.1 Initiation of Service by a New Entrant

Terminal Rental Waivers for a New Entrant to the AIRPORT will be applied by multiplying the waiver percentage to the total leased square footage included in the Airline Operating Agreement or Airport Operating Permit between the AIRPORT and the Air Carrier less common use space square footage (“Eligible Square Footage”). The value of the incentive will be the product of the terminal rental rate and the Eligible Square Footage. Should the terminal rental rate be adjusted during reconciliation, no adjustment (either up or down) to the value of the terminal rental incentive will be made.

The amount of the waiver applied will be determined using the following methodology:

a) Primary Incentive Period:

- 1) Base Activity Level: The Base Activity Level of Landed Weight for a New Entrant to the market will be equal to zero.
- 2) Primary Incentive Period Activity: At the conclusion of the Primary Incentive Period, and as data becomes available on the T-100 database, the AIRPORT will query a commercially available T-100 database to determine the actual number of departing seats made available to the Manchester market by the New Entrant Air Carrier for each Qualifying Market. Should the start date of operations occur on a date other than the first day of the month, then the Monthly Statistical Report submitted by the New Entrant Air Carrier will be used for any partial month contained in the twelve-month activity period.
- 3) Incremental Capacity Determination: The Incremental Capacity will be the difference between the Primary Incentive Period Activity minus the Base Activity Level.
- 4) Waiver Determination: Provided that the Incremental Capacity during the Primary Incentive Period is greater-than-or-equal-to the Adjusted Market Capacity indicated in the Application and formalized in an AGREEMENT, then 100% of the Eligible Square Footage leased by the New Entrant Air Carrier will be waived.

Should the Incremental Capacity during the Primary Incentive Period be less than the Adjusted Market Capacity indicated in the Application and formalized in an AGREEMENT, then the amount of waiver will be reduced proportionate to the difference between Incremental Capacity during the Primary Incentive Period and the Adjusted Activity Level. Additionally, waivers under the Secondary Incentive Period will not be available to the Air Carrier.

b) Secondary Incentive Period:

- 1) Base Activity Level: The base activity level for the Secondary Incentive Period will be equal to the base activity level used during the Primary Incentive Period.



- 2) Secondary Incentive Period Activity: At the conclusion of the Secondary Incentive Period, and as data becomes available on the T-100 database, the AIRPORT will query a commercially available T-100 database to determine the actual number of departing seats made available to the Manchester market by the New Entrant Air Carrier for each Qualifying Market.
- 3) Incremental Capacity Determination: The Incremental Capacity will be the difference between the Secondary Incentive Period Activity minus the Base Activity Level.
- 4) Waiver Determination: Provided that the Incremental Capacity during the Secondary Incentive Period is greater-than-or-equal-to the Adjusted Market Capacity indicated in the Application and formalized in an AGREEMENT, then 50% of the Eligible Square Footage leased by the New Entrant Air Carrier will be waived.

Should the Incremental Capacity during the Secondary Incentive Period be less than the Adjusted Market Capacity indicated in the Application and formalized in an AGREEMENT, then the amount of waiver will be reduced proportionate to the difference between Incremental Capacity during the Secondary Incentive Period and the Adjusted Activity Level.

### 3.8.2 Initiation of Service by an Incumbent Carrier

Terminal Rental Waivers for an Incumbent Carrier initiating service to a qualifying market will be applied by multiplying the waiver percentage to total leased square footage included in the Airline Operating Agreement or Airport Operating Permit between the AIRPORT and the Air Carrier less common use space square footage (“Eligible Square Footage”).

#### a) Primary Incentive Period

- 1) Base Activity Level: The base activity level, expressed in terms of the number of departing seats available, for markets contained in Plan B, D, or E, will be equal to zero. Should an Air Carrier initiate service to a Qualifying Market under Plan C that the Air Carrier does not service, then the Base Activity Level will also be equal to zero.

Should an Incumbent Air Carrier initiate additional service to a Qualifying Market under Plan C that the Incumbent Air Carrier currently serves, then the AIRPORT will determine the Base Activity Level by querying a commercially available T-100 database for the most recent twelve-month period of data available to determine the total number of departing seats made available by the Incumbent Air Carrier to the Qualifying Market(s).

- 2) Primary Incentive Period Activity: At the conclusion of the Primary Incentive Period, and as data becomes available on the T-100 database, the AIRPORT will query a commercially available T-100 database to determine the actual number of departing seats made available to the

Manchester market by the Incumbent Air Carrier for each Qualifying Market.

Should the start date of operations occur on a date other than the first day of the month, then the Monthly Statistical Report submitted by the Air Carrier will be used for any partial month contained in the twelve-month activity period.

- 3) Incremental Capacity Determination: The Incremental Capacity will be the difference between the Primary Incentive Period Activity less the Base Activity Level.
- 4) Waiver Determination: The terminal rental space that is subject to the waiver provided by the PROGRAM for Incumbent Air Carriers (the “Waiver Eligible Square Footage”) is determined by applying the percentage increase offered by the Incremental Capacity during the Primary Incentive Period to the Eligible Square Footage leased by the Incumbent Air Carrier.<sup>11</sup>

Provided that the Incremental Capacity during the Primary Incentive Period is greater-than-or-equal-to the Adjusted Market Capacity indicated in the Application and formalized in an AGREEMENT, then 100% of waiver will be applied to the Waiver Eligible Square Footage. Should the Incremental Capacity be less than the Adjusted Market Capacity indicated in the Application and formalized in an AGREEMENT, then the amount of waiver will be reduced proportionate to the difference between Incremental Capacity during the Primary Incentive Period and the Adjusted Activity Level. Additionally, waivers under the Secondary Incentive Period will not be available to the Air Carrier.

The value of the waiver will be the product of the terminal rental rate and the Waiver Eligible Square Footage. Should the terminal rental rate be adjusted during reconciliation, no adjustment (either up or down) to the value of the incentive will be made.

Apron, jet-bridge rental, and RON fees will be determined by applying the Incremental Capacity to the apron square footage, or the monthly jet-bridge rental fee, or the number of RON positions, but only to the extent the RON positions are used for terminating flights arriving from a qualified market.

b) Secondary Incentive Period

- 1) Base Activity Level: The base activity level for the Secondary Incentive Period will be equal to the base activity level used during the Primary Incentive Period.

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<sup>11</sup> For example, Carrier K leases 15,000-square feet of terminal space and increases total departing seats from MHT-DCA from 80,000 seats to 88,000 seats (10% increase). Under this example, the Waiver Eligible Square Footage would equal 1,500-square feet.

- 2) Primary Incentive Period Activity: At the conclusion of the Secondary Incentive Period, and as data becomes available on the T-100 database, the AIRPORT will query a commercially available T-100 database to determine the actual number of departing seats made available to the Manchester market by the Incumbent Air Carrier for each Qualifying Market.
- 3) Incremental Capacity Determination: The Incremental Capacity will be the difference between the Secondary Incentive Period Activity minus the Base Activity Level.
- 4) Waiver Determination: Provided that the Incremental Capacity during the Secondary Incentive Period is greater-than-or-equal-to the Adjusted Market Capacity indicated in the Application and formalized in an AGREEMENT, then 50% of waiver will be applied to the Waiver Eligible Square Footage.

Should the Incremental Capacity be less than the Adjusted Market Capacity indicated in the Application and formalized in an AGREEMENT, then the amount of waiver will be reduced proportionate to the difference between Incremental Capacity during the Primary Incentive Period and the Adjusted Activity Level.

The value of the waiver will be the product of the terminal rental rate and the Waiver Eligible Square Footage. Should the terminal rental rate be adjusted during reconciliation, no adjustment (either up or down) to the value of the incentive will be made.

Apron, jet-bridge rental, and RON fees will be determined by applying the Incremental Capacity to the apron square footage, or the monthly jet-bridge rental fee, or the number of RON positions, but only to the extent the RON positions are used for terminating flights arriving from a qualified market.

### 3.8.3 Required Reporting

Any Air Carrier receiving terminal rental waivers will need to provide the AIRPORT with a separate monthly activity report during the incentivized period that provides a daily listing of completed flights by aircraft type and total number of departing seats. The monthly statistical report required by the Airline Operating Agreement or Airport Operating Permit that summarizes all activity at the AIRPORT *inclusive of the incentivized activity* is still required to be submitted by the Air Carrier.

## 3.9 Additional Leased Facilities

Should any new service to a qualified market result in the Air Carrier needing additional leased facilities or space, the application of waivers to the new leased facility or space shall be subject to review and approval by the Airport Director following receipt of a written request from the Air Carrier.

### **3.10 Waivers Only Applicable to Airport Leased Facilities**

For purposes of the PROGRAM, only AIRPORT-operated facilities at which the Air Carrier operates and that is under the day-to-day management and direction of the Airport Director may be eligible for incentives. Examples of costs not eligible for any incentive included in the PROGRAM includes but is not limited to: any off-airport City-owned land or facility, any other governmental entity-owned land or facility, governmental fees, government taxes, or any land or facility leased by a third-party on the airport (i.e. MRO facility, cargo facility, FBO, etc.).

### **3.11 Other Fees**

Expressly excluded from any ASIP incentive are PFCs, fees for employee parking cards and security identification badges, other government or third party fees (e.g., amounts paid to another Air Carrier operating at the AIRPORT for use or sublease of equipment, airport premises or facilities leased by the AIRPORT to such Air Carrier), and other charges or taxes that an airline may incur as a result of operating at the AIRPORT.

## **APPENDIX A: LIST OF QUALIFYING MARKETS FOR PLAN C, D, AND E**

**TABLE A.1**

List of Qualifying Markets for *Plan C – Underserved Qualifying Markets*

1. Tampa Bay Region: Tampa International Airport/St. Petersburg International Airport/Sarasota-Bradenton International Airport
2. Capitol Region: Washington-Reagan National Airport/Washington-Dulles International Airport
3. Chicagoland: Chicago-O’Hare International Airport/Chicago-Midway International Airport
4. New York City: Newark-Liberty International Airport
5. Orlando: Orlando International Airport/Orlando-Sanford International Airport.

**TABLE A.2**

List of Qualifying Markets for *Plan D – Premium Domestic Markets*

1. Denver International Airport (DEN)
2. Fort Lauderdale-Hollywood International Airport (FLL)
3. Hartsfield-Jackson Atlanta International Airport (ATL)
4. Detroit International Airport (DTW)
5. Minneapolis International Airport
6. Nashville International Airport (BNA)
7. Las Vegas-McCarran International Airport (LAS)
8. Miami International Airport (MIA)
9. Metro Regions:
  - a) Dallas-Fort Worth (DFW or DAL)
  - b) Los Angeles (LAX, BUR, SNA, LGB, SBD or ONT)
  - c) San Francisco (SFO, SJC, or OAK)
  - d) Phoenix (PHX or AZA)
  - e) New York City (LGA or JFK)

**TABLE A.3**

List of Qualifying Markets for *Plan E – Premium International Markets*

- 1) Calgary International Airport (YYC)
- 2) Halifax International Airport (YHZ)
- 3) Dublin Airport (DUB)
- 4) Edmonton International Airport (YEG)
- 5) L.F. Wade International Airport (BDA)
- 6) Lynden Pindling International Airport (NAS)
- 7) Montreal-Trudeau International Airport (YUL)
- 8) Queen Beatrix International Airport (AUA)
- 9) Shannon Airport (SNN)
- 10) Toronto-Pearson International Airport (YYZ)
- 11) Vancouver International Airport (YVR)



## **APPENDIX B: PROGRAM APPLICATION**



## **APPENDIX C: AIR CARRIER INCENTIVE AGREEMENT**