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Douglas Erlandson

[Redacted]

August 27, 2018

City of Kawartha Lakes  
26 Francis Street  
Lindsay, Ontario  
K9V 5R8

**Attention: City Clerk**

Re: Kawartha Lakes Municipal Airport – Governance Review

The enclosed Kawartha Lakes Municipal Airport – Governance Review – Report to Council has been prepared by the Kawartha Lakes Municipal Airport Board in response to a September 12, 2017 resolution by Council that required the Airport Board review the governance model of the Airport and report back to council in 2018.

If possible, it is requested that this topic be included as an agenda item for the Council Meeting on September 25, 2018 and that the enclosed report be provided to members of Council.

Thank you for your assistance. Please do not hesitate to contact me if you require further information.

Sincerely,



Douglas Erlandson  
Chair, Kawartha Lakes Municipal Airport Board

[Redacted]

# **Kawartha Lakes Municipal Airport**

## **Governance Review**

### **Report to Council**

Prepared By: Kawartha Lakes Municipal Airport Board

August 27, 2018

#### **Introduction**

On September 12, 2017, the Airport Core Service Review (Report ENG2017-008) was presented to Council and resulted in a number of resolutions including, “THAT the Kawartha Lakes [Municipal] Airport Board review the governance model of the Airport and report back to Council in 2018.” This report is in response to that resolution.

It is the consensus of the current members of the Kawartha Lakes Municipal Airport Board that there is no longer a need for an Airport Board and that the Board should be disbanded and replaced with a less formal Airport Advisory Group.

#### **Discussion**

The current Kawartha Lakes Municipal Airport Board was formed in 2011, several years after the operation of the airport had been re-assumed by the City and during which time it had been a secondary responsibility of various City departments. At that point it was assessed that the airport was somewhat of an orphan, was suffering from the lack of a dedicated champion, and that it would benefit from a dedicated management team with more aviation experience.

The Airport Board was formed in June 2011 with the passage of THE CORPORATION OF THE CITY OF KAWARTHA LAKES BY-LAW 2010-100, A BY-LAW TO ESTABLISH A MUNICIPAL AIRPORT BOARD TO BE KNOWN AS “KAWARTHA LAKES MUNICIPAL AIRPORT BOARD” TO GOVERN, CONTROL, OPERATE AND MANAGE THE CITY’S PROVISION OF A MUNICIPAL AIRPORT IN THE CITY OF KAWARTHA LAKES.”

For several years after the formation of the Airport Board an Airport Manager was employed by the City and worked in conjunction with the Airport Board to manage and operate the airport. In early 2015 the Airport Manager retired and for a variety of reasons, rather than hire a new manager, the Airport Board and the City elected to engage a management company to oversee the operation of the airport. Loomex Property Management Ltd. was initially contracted for a three year period and their contract is currently being renewed for an additional five year period.

With Loomex and their team of professionals now managing the airport, the role of the Airport Board has been substantially diminished. There is no longer a need for the Airport Board to be involved in daily operations. Loomex staff liaise directly with City departments regarding administration and have a much more detailed knowledge of those matters than members of the Airport Board. The Board has continued to play a strategic role and makes recommendations to Council regarding capital projects and annual budgets but even then largely defers to the professional expertise and recommendations of Loomex staff. Once capital projects and budgets are approved by Council, the Airport Board has very little decision making authority and there is little value added by having an Airport Board involved in implementation processes. Furthermore, Board formalities are often counter-productive because of delays incurred awaiting Board meetings, the occasional lack of a quorum, and the minute approval process that requires minutes to be approved before they can be acted upon.

In the opinion of the current Airport Board members, the activities of the Airport Board – Loomex oversight, providing a link between Loomex and Council, and signing authority for approved expenditures – could be more efficiently and effectively handled by a City Department Head; either the Director of Engineering or the Chief Administration Officer could be potential candidates.

One area where the Airport Board does play an important role is with respect to “championing” the airport; however, that role could easily be assumed by a less formal Airport Advisory Group.

It is envisioned that an Airport Advisory Group would consist of a cadre of four individuals with aviation and/or management experience and one member of Council. The Advisory Group could be augmented as necessary by other expertise depending on ongoing projects and activities. The Advisory Group would serve as a sounding board for and make recommendations regarding airport strategic plans, capital projects, public relations activities, and day-to-day airport operations. The Advisory Group would have no formal authority but would make recommendations that would be intended for Council and/or the Airport Manager depending on the nature of the recommendation.

For more details regarding the proposed structure and role of an Airport Advisory Group, refer to a preliminary draft of Proposed Terms of Reference included below as part of this report. The Proposed Terms of Reference assume that the Director of Engineering would be the responsible department head.

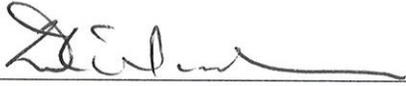
### **Recommendations**

The current members of the Kawartha Lakes Municipal Airport Board recommend:

THAT the Kawartha Lakes Municipal Airport Board be disbanded and replaced with an Airport Advisory Group;

THAT the attached Proposed Terms of Reference serve as the basis for the formation of an Airport Advisory Group; and

THAT the current Airport Board be tasked to ensure a smooth transition from the Kawartha Lakes Municipal Airport Board to a Kawartha Lakes Municipal Airport Advisory Group.

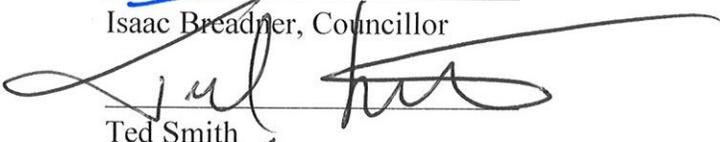


Douglas Erlandson  
Chair, Kawartha Lakes Municipal Airport Board

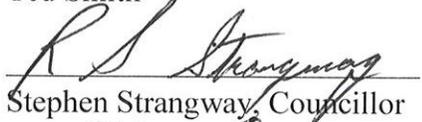
Board Members



Isaac Breadner, Councillor



Ted Smith



Stephen Strangway, Councillor



Andrew Veale, Councillor



Mark Wilson

## **Proposed Terms of Reference**

### **Kawartha Lakes Municipal Airport Advisory Group**

#### **Name:**

Kawartha Lakes Municipal Airport Advisory Group (AAG)

Established By Council: (Date)

Regular Review Timeframe: (TBD)

#### **Mission:**

The Kawartha Lakes Municipal Airport Advisory Group is established to support and advise Council and/or the Airport Manager regarding the operation and strategic development of the Kawartha Lakes Municipal Airport.

#### **Roles and Responsibilities**

It is the role and responsibility of all appointed members of the Airport Advisory Group to comply with the:

- City's Code of Conduct;
- City Accountability and Transparency Policy;
- City Procedural By-Law;
- Municipal Act;
- Municipal Freedom of Information and Protection of Privacy Act;
- Municipal Conflict of Interest Act; and
- Other applicable City by-laws and policies.

No individual member or the Advisory Group as a whole has the authority to make representations of the City to Federal or Provincial Governments.

Members shall abide by the rules outlined within the Municipal Conflict of Interest Act and shall disclose the pecuniary interest and absent himself or herself from meetings for the duration of the discussion and voting (if any) with respect to that matter.

The Advisory Group will abide by any terms and conditions which may be set out by the City's Council, CAO, Clerk, Solicitor, Auditor and/or Insurer for any activities related to Advisory Group business.

## **Activities**

The following are the activities and responsibilities of the Kawartha Lakes Municipal Airport Advisory Group:

- a. To review Airport Strategic Plans and make recommendations regarding the long-term development of the Kawartha Lakes Municipal Airport;
- b. To review Airport Operating and Capital Budgets and make recommendations;
- c. To be cognisant of day-to-day airport operations and make recommendations that may be of assistance to the Airport Manager;
- d. To provide a source of expertise that can be called upon by Council or the Airport Manager when required; and
- e. Other initiatives as recommended and approved by Council.

## **Composition**

The Airport Advisory Group will consist of four members of the aviation community and one member of Council.

Advisory Group members will be appointed by the Mayor or Council (as applicable) in accordance with established policies.

It is acknowledged that there are no per diems for any Advisory Group members and none of the members shall be paid for their services. All Advisory Group members are considered volunteers.

Mileage costs and other minor expenses related to Advisory Group activities may be eligible for reimbursement subject to budget approvals by Council. No attendance at conferences or workshops shall be allowed by a volunteer member unless clearly identified in the work plan/budget and approved by Council.

## **Term of Appointment**

Unless exempted by legislation, Airport Advisory Group members shall be appointed for the term of Council and shall continue to serve beyond their termination of appointments until the appointments of their successors have been approved by Council.

## **Resources**

The Director of Engineering and the Airport Manager will provide support in the form of advice and liaison with the City. A representative of the Engineering Department will attend meetings

of the Airport Advisory Group upon request. The Airport Manager will attend all Advisory Group meetings.

### **Meetings**

The Airport Advisory Group shall hold a minimum of three (3) meetings in each calendar year. The Airport Manager shall liaise with Advisory Group members to determine a suitable meeting date and cause notice of the meetings to be provided to the members a minimum of one week prior to the date of each meeting.

### **Location of Meetings**

The location of meetings will be set by the Airport Manager.

### **Procedures**

Meetings of the Airport Advisory Group are intended to be informal discussions resulting in an exchange of ideas and providing an opportunity to explore various options regarding airport daily operations and long-term strategic plans. If and when more formal procedures are required, meetings shall be governed by Robert's Rules of Order.

### **Agendas and Minutes**

Meeting agendas shall be provided to the Airport Advisory Group members by the Airport Manager a minimum of one week prior to the meeting.

Minutes of all formal Advisory Group meetings shall be prepared by the Airport Manager, approved electronically by the members, and forwarded to the Engineering Department and to the City Clerk's office not later than two weeks after the meeting. Any action stemming from recommendations made by the Advisory Group will be the responsibility of the Airport Manager in consultation with City staff and Council

### **Reports**

Reports, if any, prepared by the Airport Advisory Group will be administered in the same manner as the minutes of formal meetings.

### **Purchasing Policy**

The Airport Advisory Group has no purchasing or procurement responsibilities.

### **Insurance**

**Secretarial Note** – Airport insurance requirements are somewhat unique. If these Proposed Terms of Reference are utilized, this section will require consultation with the Insurance and Risk Management Officer prior formal publication.

The City of Kawartha Lakes General Liability Policy and Errors and Omissions Liability Policy will extend to the Airport Advisory Group and its members provided that the Advisory Group is under the control of, answerable to, or the responsibility of the City of Kawartha Lakes and Council. The applicable insurance policies extend to an Advisory Group member while in the performance of his/her duties and to those activities authorized by the City of Kawartha Lakes and Council. Members must adhere to the policies and procedures of the City of Kawartha Lakes and Council, including these Terms of Reference.

The Advisory Group must provide an annual updated listing of all members to the City of Kawartha Lakes Insurance and Risk Management Officer to ensure that the applicable insurance coverage remains in force.

Advisory Group members are not entitled to any benefits normally provided by the City of Kawartha Lakes, including those provided by the Workplace Safety and Insurance Board of Ontario (WSIB) and are responsible for their own medical, disability or health insurance coverage.

### **Expulsion of a Member**

The Airport Advisory Group may recommend to Council the expulsion of a member or Council may remove a member for reasons as listed, but not limited to: the member being in contravention of the Municipal Act, the Municipal Freedom of Information and Protection of Privacy Act, the Provincial Offenses Act, or the Municipal Conflict of Interest Act; disrupting the work of the Advisory Group; or other legal issues. The process for expulsion of a member is outlined with Policy Number 028 CAO 002.

### **Terms of Reference**

Any responsibilities not clearly identified in these Terms of Reference shall be the responsibility of the City of Kawartha Lakes. Council may, at its discretion, change the Terms of Reference for the Airport Advisory Group at any time. Any changes proposed to these Terms of Reference by the Group shall be recommended to Council via the Director of Engineering through a report to the appropriate Committee of Council.

At the discretion of Council or upon the mandate of the Advisory Group being fulfilled, this Advisory Group may be dissolved by resolution of Council.