

To: Development Services Committee

From: Paul D. Ralph, BES, RPP, MCIP, Commissioner,
Development Services

Report Number: DS-15-199

Date of Report: October 21, 2015

Date of Meeting: October 26, 2015

Subject: Recommended Terms of References and Policy/Procedures for
Airport Related Committees Pursuant to the Airport Business
Plan

File: D-2510

1.0 Purpose

On June 29, 2015 Council approved the 2015-2019 Airport Business Plan including the following recommendations:

1. That the existing Airport Business Plan Working Team continue on a go forward basis;
2. That an Airport Community Liaison Committee be established; and
3. That the current Airport Advisory Committee be disbanded.

The purpose of this report is to recommend approval of Terms of Reference and Policy/Procedures for both the Airport Business Plan Working Team and the Airport Community Liaison Committee.

Attachment 1 is a copy of the recommended Airport Business Plan Working Team Terms of Reference and Policy/Procedures.

Attachment 2 is a copy of the recommended Airport Community Liaison Committee Terms of Reference and Policy/Procedures.

2.0 Recommendation

That the Development Services Committee recommend to City Council:

1. That, pursuant to Report DS-15-199 dated October 21, 2015, the Airport Business Plan Working Team Terms of Reference and Policy/Procedures that form Attachment 1 to said Report be approved and that the existing citizen members be appointed for the balance of this Council term.

2. That, pursuant to Report DS-15-199 dated October 21, 2015, the Airport Community Liaison Committee Terms of Reference and Policy/Procedures be approved and that the existing citizen members of the Airport Advisory Committee be appointed to the Airport Community Liaison Committee for the balance of this Council term.

3.0 Executive Summary

N/A

4.0 Input From Other Sources

The following have been consulted in the preparation of the Terms of Reference and Policy/Procedures for both committees:

- Legal Services
- Clerk Services
- Airport Manager
- Airport Advisory Committee
- Airport Business Plan Working Team

5.0 Analysis

5.1 Background

On June 29, 2015, Council approved the 2015-2019 Airport Business Plan which contained a number of recommendations.

The recommendations related to committees that would support the ongoing operations of the Airport are as follows:

- That the existing Airport Business Plan Working Team (ABPWT) continue on a go forward basis to monitor and provide input to the Airport Manager and City staff on the implementation of the Airport Business Plan;
- That an Airport Community Liaison Committee (ACLC) be established with an appropriate terms of reference to undertake initiatives and provide input, ideas, feedback and discussion focused on community awareness; and
- That the current Airport Advisory Committee (AAC) be disbanded once the Airport Community Liaison Committee is established.

The Terms of Reference and Policy/Procedures for the ABPWT appear as Attachment 1 to this Report.

The Terms of Reference and Policy/Procedures for the ACLC appear as Attachment 2 to this Report.

The Terms of Reference and Policy/Procedures are intended to serve as a guide for the transition of the two committees and it may be necessary and desirable to alter them in the future.

5.2 Airport Business Plan Working Team

The Airport Business Plan lays out operational and financial goals within a 5 year term and capital needs within a 20 year term. Throughout this time period, it will be important to monitor the progress and provide feedback and input as conditions change.

The ABPWT will assist the Airport Manager and staff in monitoring the implementation of the business plan and providing the necessary feedback.

The Airport Business Plan indicates that the ABPWT will consist of the following:

- Chair, Development Services Committee
- Chair, Finance Committee
- Commissioner, Development Services
- Director, Economic Development Services
- Airport Manager
- Two airport business users
- Two members from the community that reside either adjacent to the airport or along any of its flight paths and have no present or past affiliation with the airport as a user, employee or business relation or affiliation that may be deemed as impeding impartial judgement when representing the community.

The Airport Business Plan indicates that the ABPWT will meet not less than two (2) times per year and will report to Council annually.

5.3 Airport Community Liaison Committee

The Airport Business Plan identified a lack of community engagement, a lack of direction for the south field and the public perception of the cost of the Airport as weaknesses. In order to address these weaknesses, it is important to establish a committee to provide input, ideas, feedback and discussion focused on community awareness.

The ACLC will play an important role in undertaking initiatives and helping to increase community awareness and outreach relating to the airport in conjunction with the Airport Manager and staff.

The Airport Business Plan indicates that the ACLC will consist of the following:

- Airport Manager
- Director, Economic Development Services
- Three airport users
- Three members from the community that reside either adjacent to the airport or along any of its flight paths and have no present or past affiliation with the airport as a user, employee or business relation or affiliation that may be deemed as impeding impartial judgement when representing the community

- Representative from the Region of Durham Economic Development and Tourism Division

The ACLC will meet a minimum of five (5) times per year or as needed.

5.4 Appointments to Committees

Members of the current ABPWT were appointed by Council on December 17, 2012.

Citizen members of the current AAC were appointed by Council on December 1, 2014.

It is recommended that for continuity, the following existing citizen members be appointed to the new committees until the end of this current term of Council:

- ABPWT Members:
 - Manny Rosario (airport business)
 - Warren Hurren (community representative and former Chair, Greater Toronto Airports Authority)
 - Glenn Jackson (community representative)
 - Doug Thomson (community representative)
- ACLC Members:
 - John Vanderhorst (community representative)
 - Cheryl Marek (airport user)
 - Manny Rosario (airport user)
 - Warren Hurren (community representative)
 - Jeff Zak (community representative)

It is noted that Mr. Hurren does not meet the eligibility criteria to be on either the ABPWT or the ACLC since he is not an airport user or a community member near the airport. However, given his experience and the need for continuity, it is recommended that Mr. Hurren be appointed to both committees if he wishes to serve.

Should there be any vacancy, the process and criteria for membership from the new Terms of Reference and Policy/Procedures would be followed.

6.0 Financial Implications

The ACLC will require funds to undertake various activities each year and funds will be identified in the Airport budget for this purpose.

7.0 Relationship to the Oshawa Strategic Plan

The recommendation in this report helps advance the Economic Prosperity and Accountable Leadership goals of the Oshawa Strategic Plan.



Cindy L. Symons-Milroy, Ec.D., CEcD, Director,
Economic Development Services



Paul D. Ralph, BES, RPP, MCIP, Commissioner,
Development Services

Airport Business Plan Working Team

Terms of Reference and Policy/Procedures

1.0 Mandate

The mandate of the Airport Business Plan Working Team (ABPWT) is to monitor the implementation of the Airport Business Plan and provide advice and feedback to the Airport Manager and City staff with an annual report to Council.

It is recognized that City staff (including the Airport Manager) are responsible for the day-to-day decisions on operations and other matters. Input from the ABPWT cannot and will not necessarily be sought on all matters.

The ABPWT is not a committee of Council.

2.0 Goals and Objectives

The goals and objectives of the ABPWT are to advise and assist on:

- The effective implementation of the Airport Business Plan
- Provide recommendations on enhancements to the Airport Business Plan

3.0 Key Success Factors

For the ABPWT to be successful, the following factors need to be realized:

- Vision;
- Leadership;
- Effective communication;
- Partnership development;
- Volunteer support and commitment;
- Feasible, realistic and achievable strategies/actions;
- Diversity of complementary strategies; and
- ABPWT members who adhere to the Terms of Reference and Policies/Procedures.

4.0 Membership

The membership of the ABPWT will consist of nine (9) members to be comprised of the Chair of the Development Services Committee; Chair of the Finance Committee; Commissioner, Development Services; Director, Economic Development Services; Airport Manager; two citizen members that shall be airport business users; and, two citizen members that shall represent the community.

5.0 Member Qualifications

Citizen members will be appointed by Council. Citizen members representing the community shall reside either adjacent to the airport or along any of its flight paths and have no present or past affiliation with the airport as a user, employee or business relation

or affiliation that may be deemed as impeding impartial judgement when representing the community.

6.0 Frequency of Meetings

There will be a minimum of two (2) meetings per year.

7.0 Term of Office

Citizen members are appointed by resolution of Council and shall be appointed for the term of Council. They may be re-appointed upon application.

8.0 Attendance Management

Attendance at these meetings is important and meetings will be scheduled to accommodate members availability.

If a citizen member misses a meeting and no reasonable or compassionate reason is provided, staff will advise them that if they are absent from the next regularly scheduled meeting, the ABPWT may declare their seat vacant and recommend to Council the removal of the member.

Should any vacancy occur, the City Clerk will initiate the committee recruitment and selection process, as appropriate.

9.0 Duties and Conduct

Members of the ABPWT may consult with community stakeholders or engage in activities that put them in direct contact with citizens and various organizations. ABPWT members will reflect a professional and courteous manner when interacting with the public.

9.1. Chair

The Chair will be the Commissioner, Development Services or designate.

9.2. ABPWT members are expected to:

- Attend all regularly scheduled and special ABPWT committee meetings, sending regrets otherwise;
- Understand their role and expectations;
- Follow the agenda and stay focused on the topic at hand;
- Understand and follow the mandate of the ABPWT;
- Understand and respect the role and expectations of all participants;
- Participate as an active member;
- Develop and maintain a climate where mutual support, trust, respect, courtesy, teamwork, creativity and sense of humour are valued;
- Maintain a high degree of professionalism;
- Respect the individual worth and dignity of other members and, at all times, work together to achieve a common vision for the community, utilizing the diverse knowledge, expertise and talents of all members to optimal advantage;
- Challenge ideas and not people, creating a climate where it is okay to disagree;

- Communicate directly, concisely and honestly, listening without interruption, and be open-minded, allowing a variety of opinions to be heard;
- Work effectively with staff to provide excellent service to residents and customers, recognizing the professional obligations of staff as an employee of the City of Oshawa and not intervening in administrative practices;
- Refrain from criticizing individual members of staff in a way that casts aspersions on their professional competency and credibility; and
- Comply with all applicable law respecting confidential information including personal information.

9.3. Staff

Staff have four (4) key functions with regard to the ABPWT: Chair, Secretariat role, policy advice role and supporting staff role. Staff will prepare the agendas in consultation with the Chair and distribute to ABPWT members.

Staff will take minutes of all meetings. Minutes will be distributed when completed and approved at the following meeting.

10.0 Operating Procedures

10.1. Quorum

Quorum shall be a simple majority of the total ABPWT members, including any vacancies. Non-quorum meetings will be permitted.

11.0 Reports and Minutes

Minutes will briefly outline the substance of each of the items listed on the agenda, including actions taken and recommendations. Minutes will be distributed as soon as they are prepared and then approved by the committee at the next meeting.

The ABPWT is obligated to report to Council through the Development Services Committee annually in advance of the budget.

12.0 Member Remuneration

Citizen members of the ABPWT are volunteers and will serve without remuneration.

13.0 Media and Communications

All media contact shall be made through the Commissioner, Development Services, the Chair, Development Services Committee or the Chair, Finance Committee.

The actions and recommendations of the ABPWT are subject to the policies and administrative practices of the City, including provisions pertaining to the use of the corporate logo(s), letterhead, website, information pamphlets, media advertisements and the like.

If an ABPWT citizen member wishes to communicate to Council, they shall be expected to provide a disclaimer stating that “the opinions reflected by the member are their own personal comments and are not endorsed nor representative of the ABPWT”.

Note: Minor changes to or deviations from this Terms of Reference and Policy/Procedures may be made by the Commissioner of Development Services in consultation with the committee. Any significant changes must be approved by City Council.

Airport Community Liaison Committee

Terms of Reference and Policy/Procedures

The 2015-2019 Airport Business Plan, approved by Council on June 29, 2015 recommended that the existing Airport Advisory Committee be disbanded and that an Airport Community Liaison Committee and appropriate terms of reference be established.

1.0 Mandate

The mandate of the Airport Community Liaison Committee (ACLC) is to undertake initiatives and provide input, ideas, feedback and discussion in all areas of community awareness and outreach relating to the Oshawa Executive Airport.

It is recognized that City staff (including the Airport Manager) are responsible for the day-to-day decisions on operations and other matters. Input from the ACLC cannot and will not necessarily be sought on all matters. It is recognized that some decisions must be made within a tight time frame and may be subject to sensitivity/confidentiality.

The ACLC is a not a committee of Council.

2.0 Goals and Objectives

The goals and objectives of the ACLC are to advise and assist on:

- Acting as a forum for the public to raise issues of concern regarding the Airport;
- Marketing and promotion strategies for the Airport;
- Opportunities for community outreach (e.g. Hosting an Airport Open House, promoting the Airport, etc.);
- Airport matters (studies, policies, programs and legislation);
- Proposed revisions to Airport policies and standards; and
- Reviewing development applications and land use matters that may impact the Airport, as appropriate.

3.0 Key Success Factors

For the Committee to be successful, the following factors need to be realized:

- Vision;
- Leadership;
- Effective communication;
- Partnership development;
- Volunteer support and commitment;
- Feasible, realistic and achievable strategies/actions;
- Diversity of complementary strategies; and
- Committee members who adhere to the Terms of Reference and Policies/Procedures.

4.0 Membership

The membership of the ACLC will consist of six (6) citizens appointed by City Council to be comprised of three (3) representatives from the community and three (3) representatives of airport business and user groups.

A representative from the Region of Durham Economic Development and Tourism Division will be invited to participate on the ACLC. The Director of Economic Development Services and the Airport Manager, or their designates will attend all meetings. The representatives mentioned in this paragraph do not have a vote on the Committee.

5.0 Member Qualifications

Members will be appointed on the basis of experience, interest and availability to attend meetings. Community members will reside either adjacent to the airport or along any of its flight paths and will have no present or past affiliation with the airport as a user, employee or business relation or affiliation that may be deemed as impeding impartial judgement when representing the community.

6.0 Frequency of Meetings

There will be a minimum of five (5) meetings per year or as needed. Sub-committees, if formed, may meet as frequently as required.

7.0 Elections and Term of Office

The Chair and Vice-Chair shall be elected to a one (1) year term in January of each year. The Chair may be re-elected for three (3) consecutive years, or a total of four (4) years.

If the Chair and/or Vice-Chair have reached their term limit for holding the office and no other committee member wishes to stand for election to either office, the ACLC may extend the election term limit for one year if they are willing to be re-elected.

Members shall be appointed for the term of Council. They may be re-appointed upon application for a total of two (2) consecutive terms for a total of eight (8) years and may reapply after an absence of one (1) year.

8.0 Attendance Management

After two consecutive absences by any ACLC member at regularly scheduled meetings, staff will contact the absent member to determine if they plan to attend the next regularly scheduled meeting, noting any reasonable or compassionate circumstances which would prevent their attendance.

If no reasonable or compassionate response is provided, staff will inform the absent member that if they are absent from the next regularly scheduled meeting (the third meeting), the ACLC may declare their seat vacant and recommend to Council the removal of the member.

Should any vacancy occur, the City Clerk will initiate the committee recruitment and selection process, as appropriate.

9.0 Duties and Conduct

Members of the ACLC may consult with community stakeholders or engage in activities that put them in direct contact with citizens and various organizations. ACLC members shall reflect a professional and courteous manner when interacting with the public.

9.1. Chairs and Vice-Chairs

(a) The ACLC Chair is expected to:

- Preside over all committee meetings and be responsible for the overall administration of the affairs of the ACLC;
- Prepare agendas for meetings with staff assistance;
- Facilitate the meeting and follow the Terms of Reference and Policy/Procedures;
- Participate as an active and voting member, encouraging active participation by all ACLC members;
- Call on the Vice-Chair to fill his/her place as Chair in order to take part in debate, until he/she resumes the Chair. Chairs are permitted to provide brief comments during discussion;
- Undertake any necessary work, including special projects and research, between meetings;
- Be the point of contact with Council with respect to ACLC matters;
- Lead the preparation of the annual work plan; and
- Recognize workload limitations of the ACLC.

(b) The ACLC Vice-Chair is expected to:

- Assume the duties of the Chair (see above) if the Chair is not present within the first ten (10) minutes of an ACLC meeting.

9.2. ACLC members are expected to:

- Attend all scheduled and special ACLC meetings, sending regrets otherwise;
- Understand their role and expectations;
- Follow the agenda and stay focused on the topic at hand;
- Understand and follow the mandate of the ACLC;
- Understand and respect the role and expectations of all participants;
- If the Chair and Vice-Chair are not present within the first ten (10) minutes of the meeting, the members present shall appoint another member as Acting Chair, who will preside for the duration of the meeting;
- Participate as an active and voting member, asking questions and seeking clarification through the Chair;
- Undertake work necessary to implement the work plan;

- Develop and maintain a climate where mutual support, trust, respect, courtesy, teamwork, creativity and sense of humour are valued;
- Maintain a high degree of professionalism;
- Respect the individual worth and dignity of other members and, at all times, work together to achieve a common vision for the community, utilizing the diverse knowledge, expertise and talents of all members to optimal advantage;
- Challenge ideas and not people, creating a climate where it is okay to disagree;
- Communicate directly, concisely and honestly, listening without interruption, and be open-minded, allowing a variety of opinions to be heard;
- Work effectively with staff to provide excellent service to residents and customers, recognizing the professional obligations of staff as an employee of the City of Oshawa and not intervening in administrative practices;
- Refrain from criticizing individual members of staff in a way that casts aspersions on their professional competency and credibility;
- Respect that resolutions made shall reflect the majority view of the ACLC;
- Defer to the Airport Manager as spokesperson as per Section 13.0 of this document; and
- Comply with all applicable law respecting confidential information including personal information.

9.3. Staff

Staff have three (3) key functions with regard to the ACLC: Secretariat role, policy advice role and supporting staff role. Staff will prepare the agendas in consultation with the Committee Chair and distribute to ACLC members.

Staff will take minutes of all meetings for approval at the following meeting.

10.0 Operating Procedures

10.1. Quorum

Quorum shall be a simple majority of the total ACLC members, including any vacancies. Non-quorum meetings will be permitted, however no decisions or votes can occur.

10.2. Conduct of Business

The following applies to the ACLC:

- (a) The business of each meeting shall be taken up in the order in which it stands on the agenda, unless otherwise decided by the committee.
- (b) Decisions of the committee shall be made by resolution. A simple majority vote of the committee members present shall be followed.
- (c) The Chair presides over the conduct of the meeting, including the preservation of good order and decorum, and deciding all questions relating to the orderly

procedure of the meetings, subject to an appeal by any member of the committee from any ruling of the Chair.

- (d) If the Chair desires to leave the Chair for the purpose of taking part in the debate or otherwise, he/she shall call on the Vice-Chair to fill his/her place until he/she resumes the Chair.
- (e) A member will not:
 - Speak disrespectfully to or about another committee member or staff;
 - Use offensive words or language during meetings;
- (f) Motions do not require to be seconded.
- (g) Motions cannot be contrary to Council's stated position.

11.0 Reports and Minutes

Minutes will briefly outline the substance of each of the items listed on the agenda, including actions taken and recommendations. Minutes will be approved by the committee at the next meeting.

Reports from the Airport Manager will follow a standard format.

12.0 Financial

12.1. Budget

The fiscal year of the ACLC shall be the calendar year. Any requirement for funds to deliver projects identified in the work plan will be included in the Airport Operating Budget and is subject to approval of the budget by Council.

The Airport Manager will track the expenses of the ACLC and provide the committee with an accounting twice per year.

12.2. Fundraising Activities

The ACLC may raise additional funds to support initiatives in the work plan if needed. All monies will flow through the Airport operating account.

12.3. Member Remuneration

Citizen members of the ACLC are volunteers and will serve without remuneration.

13.0 Media and Communications

All media contact shall be made through the Airport Manager.

The actions and recommendations of the ACLC are subject to the policies and administrative practices of the City, including provisions pertaining to the use of the corporate logo(s), letterhead, website, information pamphlets, media advertisements and the like.

If an ACLC member wishes to communicate to Council, they shall be expected to provide a disclaimer stating that “the opinions reflected by the member are their own personal comments and are not endorsed nor representative of the ACLC”.

Note: Minor changes to or deviations from this Terms of Reference and Policy/Procedures may be made by the Commissioner of Development Services in consultation with the committee. Any significant changes must be approved by City Council.