

1. Project Overview

In accordance with the direction of Regional Council (Report PDL-AIR-16-04), the Region of Waterloo International Airport (“the Airport”) will initiate the process of updating its Master Plan and Business Plan, completed in 2000 and 2009 respectively. Given that the objectives of these previous plans have either been completed or in the process of completion, this new planning process will result in the completion of a road map for the development of the Airport over the next 20 years.

2. What is a Master Plan?

It is a comprehensive study that will identify facility needs and evaluate alternatives to provide guidance for the future development of the Airport in the short- (0-5 year), medium- (6-10 year), and long- (11-20 year) terms. The information identified through the master planning process will also ensure the continued operation of a safe, efficient, and environmentally compatible airport. The Master Plan will recommend capital improvements over this period taking into consideration the dynamic nature of the aviation industry.

Master plan updates provide an opportunity to identify and consider strategic development opportunities. The Airport's last update, prepared during the late 1990's and adopted by Regional Council in 2000, laid the foundation for development of the Airport as a multi-purpose facility that now employs, both directly and indirectly, more than 300 people, accommodates more than 100,000 aircraft movements annually and hosts three (2) regularly scheduled air services with additional seasonal charter service.

This Master Plan will seek to position the Airport to capitalize on similar opportunities as well as address many of the challenges that the Airport will face in future years.

Master Plan Guiding Principles

To make sure the project stays on course and achieves its key objectives, the Master Plan Project Team will establish a set of guiding principles to be used during the project. These guiding principles will take the following factors into consideration:

1. The recommended development plan should give priority to safety and security, followed by financial feasibility, operational efficiency, environmental prudence, and social responsibility; the plan should be beneficial to all users of the Airport and the community as a whole, and the positive customer experience must be maintained or enhanced.

Region of Waterloo International Airport 2016 Airport Master Plan Steering Committee Terms of Reference

2. Airport development plans should preserve flexibility to permit changes to the plan as industry and local conditions warrant.
3. The planning effort will seek to foster consensus among key stakeholders, including Airport users, neighboring residents and businesses in the Region of Waterloo.
4. The master planning process will employ a focused public involvement program to inform interested parties of the Airport's positive community impacts as well as future plans.
5. The master planning process shall emphasize cost effective solutions and shall consider the total cost of implementation when evaluating alternatives.
6. Planning for future facilities will consider the role of emerging technologies and industry trends that could affect the requirements for future facilities.
7. The master planning process shall identify potential synergies between the future development of adjacent land uses and the development of the rest of the Airport.
8. The master planning process will include a thorough evaluation of the various options and models for airport governance ranging from, but not limited to, continued municipal ownership and management to divestiture and third party management.
9. The master planning process shall take into consideration the impact upon the natural environment of future airport development.

3. Purpose of Master Plan Steering Committee

The purpose of the Master Plan Steering Committee is to provide advice, feedback and endorsement to the Region of Waterloo at key milestone periods during the Project. This includes providing feedback on the following Master Plan components:

- The Master Plan Terms of Reference
- Key issues and context for the Master Plan decision process
- Proposed development scenarios and community impacts
- Proposed changes, if any, in the governance model for the airport
- Public consultation activities and results
- Individual Master Plan studies and final draft Master Plan document
- Related project issues as may be identified during the project

Region of Waterloo International Airport 2016 Airport Master Plan Steering Committee Terms of Reference

4. Master Plan Steering Committee Membership

The Master Plan Steering Committee membership will allow for broad Regional interdepartmental representation as well as representation from each area municipal corporation directly affected by the activities at the Airport, namely the cities of Cambridge, Kitchener and Waterloo and the Township of Woolwich, with additional members as described below.

The Master Plan Steering Committee will be led by Rob Horne and Chris Wood and includes the following representatives:

Rob Horne	Commissioner Planning, Development & Legislative Services, Region of Waterloo
Thomas Schmidt	Commissioner Transportation & Environmental Services, Region of Waterloo
Craig Dyer	Commissioner Corporate Services/ CFO Region of Waterloo
Geoff Lorentz	Region of Waterloo Councillor; Aeronautical Noise Advisory Committee
Sean Strickland	Region of Waterloo Councillor; Chair Administration & Finance Committee
Tom Galloway	Region of Waterloo Councillor; Chair Planning & Works Committee
Chris Wood	Region of Waterloo International Airport General Manager
Bryan Stortz	Region of Waterloo, Director Corporate Communications
Donna Reid	City of Cambridge, Councillor
Dave Schnider	City of Kitchener, Councillor
Mark Whaley	City of Waterloo, Councillor
Larry Shantz	Township of Woolwich, Councillor
Murray Martin	Township of Woolwich, Councillor; Chair Aeronautical Noise Management Committee

Project Consultants

Carmine Bello	MMM/WSP
Solomon Wong	InterVistas

GRCA	Beth Brown
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Staff Support to Steering Committee as required.

5. Meetings

Steering Committee meetings will be convened at key milestones in the Master Plan process. The meetings will be held primarily at the Airport and it is anticipated that the Steering Committee will have approximately five (5) meetings during the course of the project.

Region of Waterloo International Airport 2016 Airport Master Plan Steering Committee Terms of Reference

Steering Committee members will be invited to key meetings with stakeholders, any project workshops that may be scheduled and Public Information Centres/Public Consultation Centres (PIC/PCCs). It is anticipated that there will be two (2) PIC/PCCs during the course of the project.

The Steering Committee will be provided with documentation and information relating to each step of the project in advance of the meeting. Lengthy documents and studies will be posted to a common use secure web access site for use of Steering Committee.

6. Meeting Notes

Meeting notes will be made for each Steering Committee meeting and will be circulated to the Steering Committee following each meeting for review and comment. Notes will be approved by the Steering Committee at the following meeting.

7. Roles and Responsibilities of Steering Committee Members

As a Steering Committee member, each participant will:

- Liaise with the department/municipality each represents (as applicable) and bring forward advice, issues or comment from their respective group or representative to the Steering Committee;
- Ensure that any matters that may affect other groups or departments within their representative organization are brought to the attention of the appropriate party and that persons views are communicated to the Steering Committee;
- Consider any matters, issues or information referred to them by the Steering Committee relating to the Airport Master Plan and provide advice, endorsement or recommendations as required;
- Strive to operate in a consensus mode, where participants openly discuss views and opinions, and seek to develop common ground and narrow areas of disagreement to the best of their ability;
- Ensure that the results of Steering Committee discussions are accurately recorded in the meeting records or additional reports that members determine may be needed; and

Region of Waterloo International Airport 2016 Airport Master Plan Steering Committee Terms of Reference

- Ensure that the advice, endorsements, recommendations and consensus positions from the Project Team are fully considered in the development of the preferred solution as part of the Master Planning process.

8. Reporting Relationship

The Steering Committee is acting in an advisory capacity to the Region of Waterloo elected Council. All meeting records and recommendations from the Steering Committee will be posted on a section of the Airport's website devoted specifically to the Project for review by all stakeholders, including Regional Council and members of the public.