



GRAND TRAVERSE COUNTY

BOARD OF COMMISSIONERS STUDY SESSION

Wednesday, December 11, 2019 at 8:00 AM
Governmental Center, 2nd Floor Commission Chambers
400 Boardman Avenue, Traverse City, MI 49684

A Study Session is held for review and discussion of information only. This study session is being held to discuss the matter noted on the agenda.

General Meeting Policies:

- Please turn off all cell phones or switch them to silent mode.
- Any person may make a video, audio or other record of this meeting. Standing equipment, cords, or portable microphones must be located so as not to block audience view.

If you need auxiliary aid assistance, contact 231-922-4760.

Page

CALL TO ORDER:

The purpose of this Study Session is for Commissioners to receive information and take public comment regarding transitioning to a regional airport authority governance model.

1. OPENING CEREMONIES, EXERCISES, OR INVOCATION

(If the opening ceremonies include an invocation, the invocation should precede all other ceremonies, such as the singing of the National Anthem or Pledge of Allegiance, and shall be done in accordance with an invocation policy as adopted by the Board of Commissioners.)

2. ROLL CALL:

3. FIRST PUBLIC COMMENT:

Any person shall be permitted to address a meeting of the Board of Commissioners which is required to be open to the public under the provisions of the Michigan Open Meetings Act. Public Comment shall be carried out in accordance with the following Board Rules and Procedures:

Any person wishing to address the Board shall state his or her name and address. Persons may address the Board on matters or issues which are relevant and germane to County government as determined by the Chairperson.

No person shall be allowed to speak more than once on the same matter,

excluding time needed to answer Commissioners' questions, if any. The Chairperson shall control the amount of time each person shall be allowed to speak, which shall not exceed three (3) minutes. The Chairperson may, at his or her discretion, allow an additional opportunity or time to speak if determined germane and necessary to the discussion.

Public comment will be solicited during the two public comment periods noted in Rule 5.4, Order of Business. However, public comment may be received during the meeting when a specific agenda topic is scheduled for discussion by the Board. Prior to the first public comment, the Chairperson will indicate the topics on the agenda for which public comment will be accepted. Members of the public wishing to comment should raise their hand or pass a note to the clerk in order to be recognized, and shall not address the board until called upon by the chairperson. Please be respectful and refrain from personal or political attacks.

4.

Information will be available for viewing and staff will be available to answer questions and take public comment from 8:10 a.m. in the Commission Chambers at the Governmental Center.

- | | | |
|----|--|---------|
| a. | Presentations made to Airport Governance Advisory Committee
Information Only
<u>AGAC Presentations - Pdf</u> | 3 - 138 |
|----|--|---------|

5. DISCUSSION

6. SECOND PUBLIC COMMENT (REFER TO RULES UNDER PUBLIC COMMENT/INPUT ABOVE.)

7. ADJOURNMENT



GRAND TRAVERSE COUNTY REQUEST FOR BOARD ACTION

MEETING DATE: December 11, 2019

DEPARTMENT: Administration

SUBMITTED BY: Nate Alger, County Administrator

SUBJECT: Presentations made to Airport Governance Advisory Committee

RECOMMENDATION:

Information Only

SUMMARY:

Presentations were made on April 20, May 28, June 25, July 30, August 20, September 24, November 6 and November 20 and are attached.

ATTACHMENTS:

[AGA meeting dates](#)

[AGAC Presentations](#)

Airport Governance Advisory Committee Meeting Presentations:

April 20, 2019

May 28, 2019

June 25, 2019

July 30, 2019

August 20, 2019

September 24, 2019

November 6, 2019

November 20, 2019

Airport Governance Advisory Committee Meeting

April 30, 2019



Today's Discussion

- Welcome & Introductions
 - Mr. DeYoung
 - Mr. Baldwin
- Establish Rules of Order
 - Ms. Zeits
- Establish Committee Schedule
 - Mr. DeYoung
- Current Governance Model
 - Mr. Baldwin
- Open Discussion

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Introduction

- **Committee Purpose**

- Discuss ongoing research into airport governance models
- Assist with coordination among County governments and administrative bodies to advance any changes deemed necessary for the NRAC
- Provide input to required Airport governance documents

Establish Rules of Order

- **Airport Governance Advisory Committee Rules of Order**
 - Action item: Adopt Rules of Order for Committee

Committee Schedule

- **Proposed Committee Schedule**

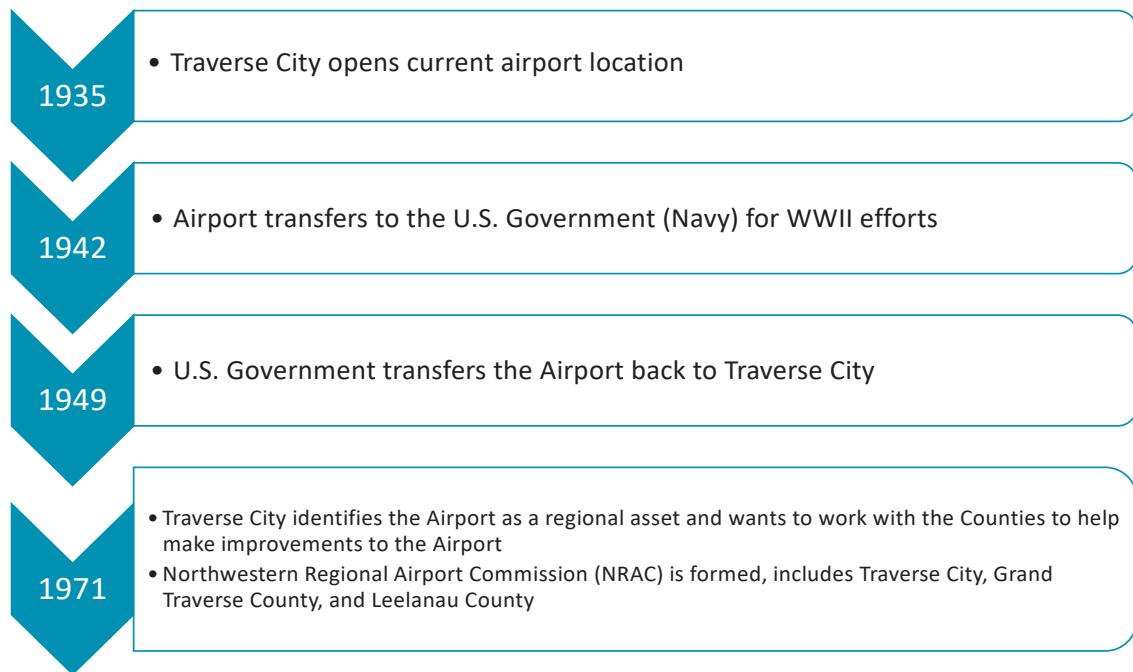
- May 28
- June 25
- July 30
- August 20
- September 24
- October 29
- November 19
- December 17
- 12:00 PM Meeting Times

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Current Governance Model



Governance History 1935 - 1971



Governance History 1972 - 2019



- Traverse City leaves the NRAC and conveys the property to Grand Traverse and Leelanau Counties
 - Grand Traverse County and Leelanau County remain with NRAC
-
- Leelanau County inquires about alternative governance models (e.g., Authority, Commission, Money Contribution)
-
- In essence, NRAC has operated the Airport independently from the Counties by means of an appointed Airport Commission Board

Current Governance Model

- **Airport Commission**
 - MI Aeronautics Code 327 of 1945, Chapter VII
- **Commission Appointments**
 - Grand Traverse County, 5 members
 - Leelanau County, 2 members
- **Term of Appointments**
 - 3 years
- **Joint Operating Agreement**
 - 50 year agreement ending September 30, 2040



Conditions of Agreement

- **Northwestern Regional Airport Commission**
 - Formation of Commission
- **Employment of Personnel**
 - Appoint an Airport Manager
 - Create positions
- **Expansion of Commission**
 - Existing bodies may approve additional government entities to join



Conditions of Agreement

- **Grant and Premises**
 - NRAC is provided the privilege of managing, maintaining, and operating the Airport
- **Term**
 - 50 years ending September 30, 2040
- **Purpose for Which Premises are to be Used**
 - Carry on the operations of the Airport in the interest of the public and the air- transportation needs of the area served
 - To encourage the use of the Airport by the general public
 - To develop and arrange for the continued and best use of the Airport, including updating land use master plans, construction of facilities, and the protection of the navigation approach corridors to the Airport
 - To charge fair, reasonable, and non-discriminatory rates & charges

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Conditions of Agreement

- **Improvements**

- NRAC may arrange for the financing of improvements by placing a mortgage to secure loans
- NRAC shall notify the Counties, in writing, of the terms of the mortgage at least 10 days prior

- **Assignment and Subletting**

- NRAC shall not transfer the Agreement without written consent and approval of the Counties
- NRAC may lease space, area, or improvements and grant concessions for aeronautical purposes incidental to the operation of the Airport

Conditions of Agreement

- **Default and Termination**

- If NRAC defaults in the performance or compliance with the Agreement for a period of 30 days, and after notice from the Counties, all rights of NRAC shall expire and terminate as provided for in the agreement

- **Quiet Enjoyment**

- Upon NRAC's observing and performing all the terms, covenants, and conditions on NRAC's part to be performed and observed, NRAC may peaceably and quietly enjoy the Airport premises

MI Act 327 of 1945 Chapter VII

- **Chapter VII**
 - Powers granted within sections 126 to 136
- **Section 134 Joint Operation**
 - 2 or more political subdivisions
 - Create a Board
 - Joint Operating Agreement
 - Exercise powers of the political subdivisions given by the act



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Current Governance Model

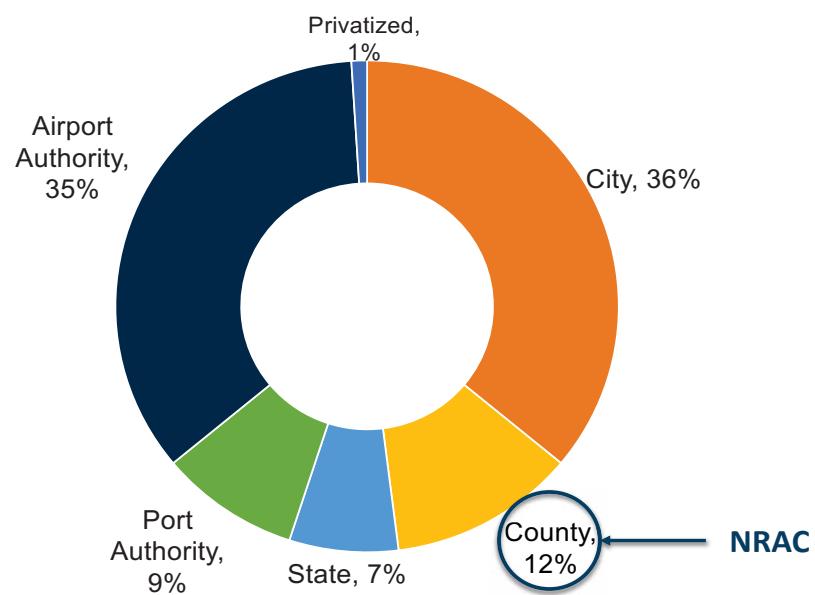
NRAC Can:

- Accept Federal or other assistance (However, FAA has issued to NRAC independently and Grand Traverse & Leelanau Counties as operated by NRAC)
- Mortgage to secure loans
- Lease property and grant concessions
- Operate, maintain, and improve Airport
- Appoint an Airport manager, hire employees

NRAC Can Not:

- Issue bonds without both Counties approval
- Buy and sell property
- Appoint board members who are not inhabitants of the two Counties
- Enter contract agreements past term of NRAC operating agreement
- Tax

Governance Models



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Thank You

Discussion



Airport Governance Advisory Committee Meeting

May 28, 2019



Airport Governance Advisory Committee Agenda

- Roll Call
- Public Comment
- Approval of Meeting Minutes
- Airport Tour
- Today's Discussion
 - Airport Governance Models - Michigan and Nationally
 - FAA Governance Playbook
- Public Comment
- Adjournment

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Today's Discussion

- Airport Governance in Michigan
 - Airports
 - Governance Models
 - Airport Governance Legislation
- Airport Governance Nationally
 - Governance Forms
 - Governance Trends
- FAA Governance Playbook
 - Sponsor Assurances
- Open Discussion

Michigan Airports



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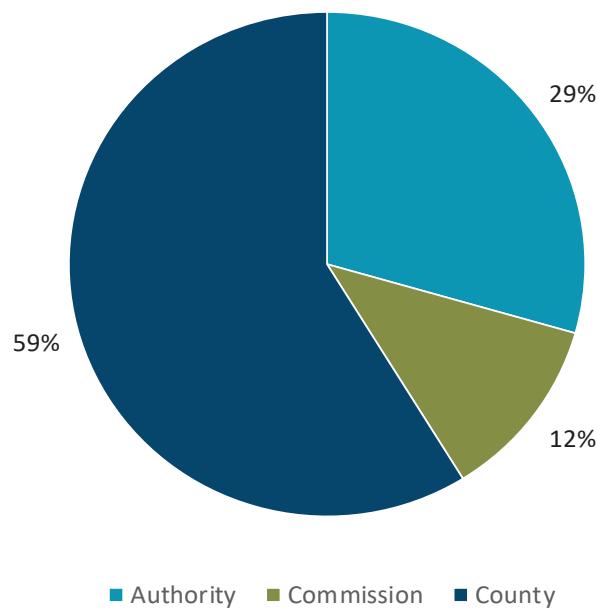
Current Governance Models in Michigan (Commercial Service Airports)

Code	Commercial Airports	Governance	Legislation
DTW	Detroit Metropolitan Wayne County Airport	Authority	VIA
GRR	Gerald R. Ford International Airport	Authority	VIIA
FNT	Bishop International Airport	Authority	VIA
TVC	Cherry Capital Airport	Commission	VII
LAN	Capital Region International Airport	Authority	VIA
AZO	Kalamazoo/Battle Creek International Airport	County	VII
MBS	MBS International Airport	Commission	VII
SAW	Sawyer International Airport	County	VII
PLN	Pellston Regional Airport of Emmet County	County	VII
CMX	Houghton County Memorial Airport	County	VII
CIU	Chippewa County International Airport	County EDC	VII
MKG	Muskegon County Airport	County	VII
ESC	Delta County Airport	County	VII
IMT	Ford Airport	County	VII
APN	Alpena County Regional Airport	County	VII
IWD	Gogebic–Iron County Airport	County	VII
MBL	Manistee County-Blacker Airport	Authority	VIA

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Governance Models in Michigan

MI Commercial Airports by Model



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MI Airport Governance Legislation

- **MI Act 327 of 1945 Aeronautics Code of the State of MI**
 - Chapter VI: Acquisition and Operation of **State Airports**
 - Chapter VIA: Acquisition and Operation of Airports, Landing Fields, and Other Aeronautical Facilities by **Public Airport Authorities**
 - Chapter VII: Acquisition and Operation of Airports, Landing Fields, and Other Aeronautical Facilities by **Political Subdivisions of this State**
 - Chapter VIIA: Acquisition and Operation of Airports, Landing Fields, and Other Aeronautical Facilities by **Regional Airport Authorities**

MI Airport Governance Legislation

Legislative Area	Chapter VI State Airports	Chapter VIA Public Airport Authorities	Chapter VII Political Subdivisions of this State	Chapter VIIA Regional Airport Authorities
Acquire Property				
Acquire Easements				
Eminent Domain/Condemnation				
Lease Property				
Sell Property				
Set Charges, Rentals, and Fees				
Joint Operation				
Establish a Traffic Code				
Levy Tax				
Board Members Appointed by Governor				
Board Members Appointed by Local Government				
Board Members Appointed by Executive of Local Government				
Board Member from Outside Local Government				

Yes

N/A

No

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MI Airport Governance Legislation

Legislative Area	Chapter VI State Airports	Chapter VIA Public Airport Authorities	Chapter VII Political Subdivisions of this State	Chapter VIIA Regional Airport Authorities
Shall Appoint a CEO/Airport Manager				
Shall Appoint a CFO				
Action by Resolution or Ordinance				
Annual Audit				
May Sue or Be Sued				
Enter into Contractual Agreements				
Adopt and Enforce Rules, Regulations, & Ordinances				
May Appoint Airport Law Enforcement Officers				
Procure Insurance				
Invest Money				
Secure General Obligation Bonds				
Secure Revenue Bonds				
Accept Grants				
Borrow Money and Issue Municipal Securities				
Operate Other Publicly Owned Airports				
County Provide Aid to Airport				

Yes

N/A

No

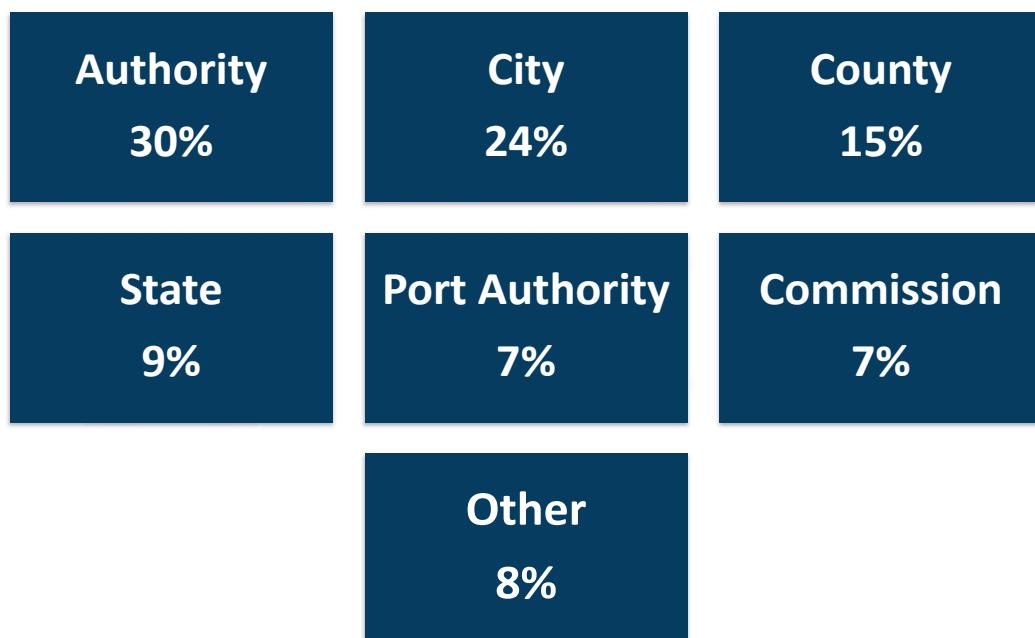
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Airport Governance Nationally



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Airport Governance Nationally

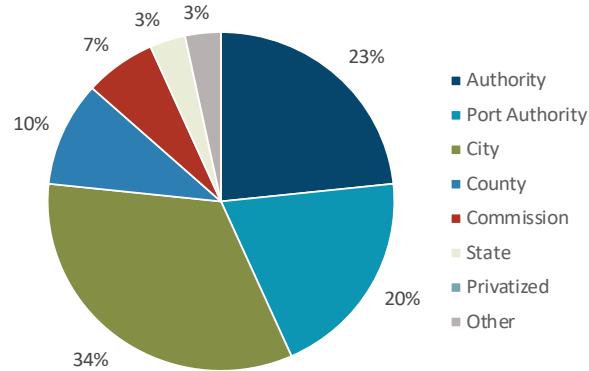


Airports Greater than 10,000 Enplanements

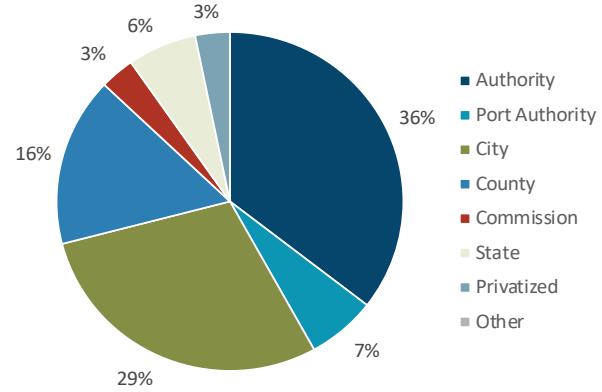
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Airport Governance Nationally

Large Hub

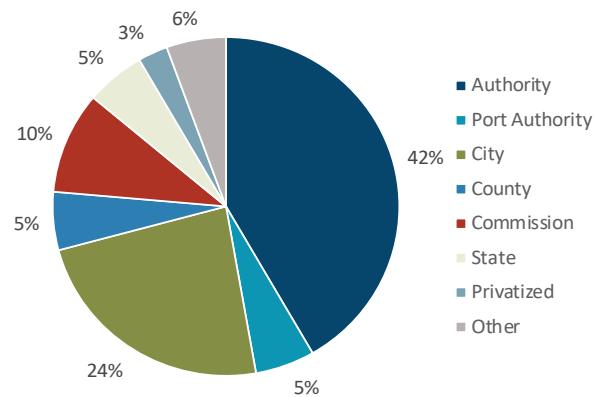


Medium Hub

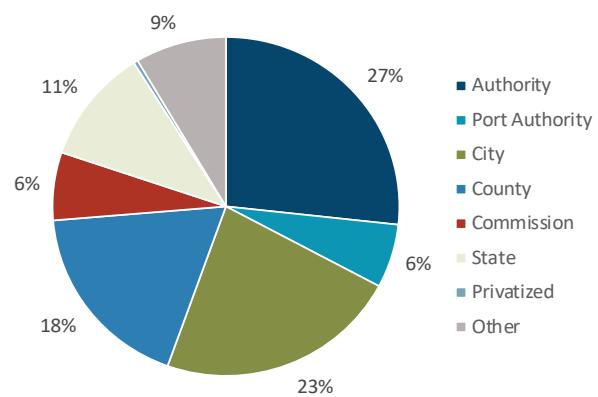


Airport Governance Nationally

Small Hub



Non Hub



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Governance Trends Nationally

Airport	Operator	Est.	Previous Model
Asheville Regional Airport (Asheville, NC)	Greater Asheville Regional Airport Authority	2017	Authority
Gerald R. Ford International Airport (Grand Rapids, MI)	Gerald R. Ford International Airport Authority	2016	County
Syracuse Hancock International Airport (Syracuse, NY)	Syracuse Regional Airport Authority	2014	City
Bradley International Airport	Connecticut Airport Authority	2013	State
Tulsa International Airport	Tulsa Airport Improvement Trust	2013	City
Des Moines International Airport	Des Moines Airport Authority	2011	City
Stewart International Airport (Newburgh, NY)	PANYNJ	2007	Authority, Commission, Private
San Diego International Airport	San Diego International Regional Airport Authority	2002	District
Detroit Metropolitan Wayne County Airport	Wayne County Airport Authority	2002	County
Jacksonville International Airport	Jacksonville Airport Authority	2001	Port Authority
Pittsburgh International Airport	Allegheny County Airport Authority	1999	County
Harrisburg International Airport	Susquehanna Area Regional Airport Authority	1997	State
T.F. Green Airport (Providence)	Rhode Island Airport Corporation	1993	State
Albany International Airport (NY)	Albany International Airport Authority	1993	County

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FAA Sponsor (Grant) Assurances

- FAA Sponsor Assurances
 - 39 assurances as condition for accepting federal grants
- FAA Sponsor Assurances: 4, 5, 22, 23, 24, 25
 - Good Title
 - Preserving Rights and Powers
 - Economic Discrimination
 - Exclusive Rights
 - Fee and Rental Structure
 - Airport Revenues

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FAA Sponsor Assurance # 4

- Assurance #4 – Good Title
 - To ensure the airport sponsor holds good title on all property associated with the airport.
 - Good title of property is free of claims against it and allows the airport sponsor to sell, transfer, or use the property without restriction.

FAA Sponsor Assurance # 5

- Assurance #5 – Preserving Rights and Powers
 - The airport owner shall not surrender by contract, its capability to sufficiently control the airport in order to carry out its commitments to the Federal government.
 - Identification of any terms and conditions of agreements which could prevent the realization of the full benefits for which the airport was constructed, or which could develop into a restriction on the owner's ability to meet its obligations to the Federal government.

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FAA Sponsor Assurance # 22

- Assurance #22 – Economic Discrimination
 - Assure the airport is available for public use without unjust discrimination to all types, kinds and classes of aeronautical activities, including commercial aeronautical activities offering services to the public at the airport.
 - All agreements, contracts, leases, or other arrangements must have language to furnish services on a reasonable, and not unjustly discriminatory, basis to all users. And to charge reasonable, and not unjustly discriminatory, prices for each unit or service.

FAA Sponsor Assurance # 23

- Assurance #23 – Exclusive Rights
 - The airport sponsor shall permit no exclusive right for the use of the airport by any person providing, or intending to provide, aeronautical services to the public.
 - Promote fair and equal competition between aeronautical providers at the airport.

FAA Sponsor Assurance # 24

- Assurance #24 – Fee and Rental Structure
 - Fee and rental structure established to make the airport as self-sustaining as possible under the circumstances existing at the airport.
 - Prevents airports from using the Federal share of AIP funded development projects in the rate basis establishing fees, rates, and charges for users of the airport.

FAA Sponsor Assurance # 25

- Assurance #25 – Airport Revenues
 - All revenues generated by the airport and any local taxes on aviation fuel, will be expended by the airport for the capital or operating costs of the airport; the local airport system; noise mitigation; or other local facilities which are owned or operated by the airport.
 - Prevents airport revenue diversion.
 - Requires an Annual Audit under the Single Audit Act of 1984.

Discussion

- Q & A
- Next Meeting



Thank You



Airport Governance Advisory Committee Meeting

June 25, 2019



Airport Governance Advisory Committee Agenda

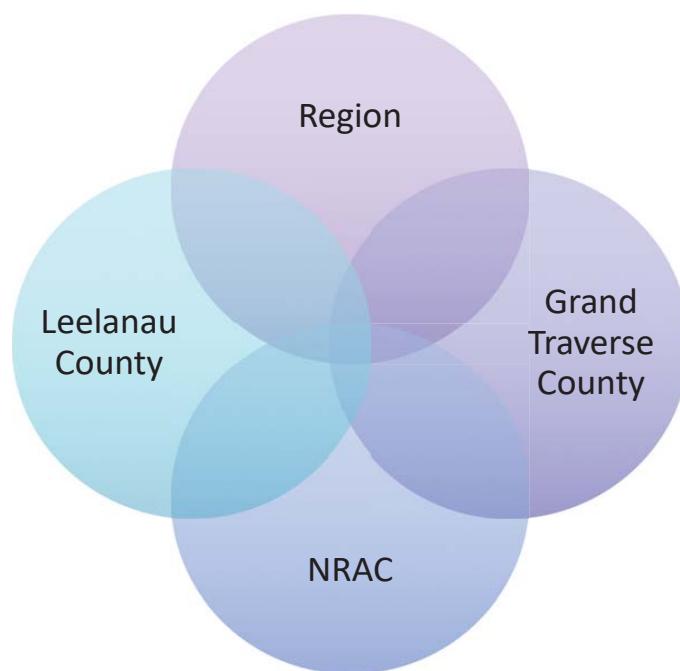
- Roll Call
- Public Comment
- Approval of Meeting Minutes
- Today's Discussion
 - Stakeholder Values
 - Commissions and Authorities, Advantages and Disadvantages
- Public Comment
- Adjournment

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Today's Discussion

- Stakeholder Values
 - Community
 - NRAC
 - Grand Traverse County
 - Leelanau County
- Commissions and Authorities
 - Advantages
 - Disadvantages
- Open Discussion

Stakeholder Values



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Stakeholder Values

PREVIOUSLY

- Strategic Planning Input from Stakeholders
 - Recap on SBA stakeholder input from the beginning of the process

CURRENTLY

- Value Questions Survey with the AGA Committee
 - NRAC
 - Grand Traverse County
 - Leelanau County

Stakeholder Values – Context

PREVIOUSLY

- Strategic Planning Input from Stakeholders (at the Beginning of the Process)
 - Conducted stakeholder interviews re: overall view of TVC and operations, and ideas re: opportunities and constraints for continued growth
 - Commission Members
 - Executive Staff
 - Community and Business Leaders

Stakeholder Values - Context

PREVIOUSLY

Summary of Commission Members Input re: Governance Models and Transferring to an Authority

- There was a wide range of opinions of Commission:
 - enthusiastic support
 - neutral open-mindedness
 - caution and concerns (e.g., regarding taxation, composition of Authority Board, etc.)
- However, all Commission members were in favor of learning more about governance options and exploring the issue, especially what the specific benefits would be
- Those who would like to see the Airport become an Authority believed that the governance transfer would likely help the Airport become ***more nimble for business purposes*** in the future, especially in terms of land use and development

Stakeholder Values - Context

PREVIOUSLY

- Understood that Authority by definition would have the Airport and its best interests as its ***sole focus***
- All Commission members were interested in ways to ***extricate the Airport from obstacles to future development***.
- Stakeholders understood that the current operators (i.e., the Counties) would need to support any change in governance models
 - most thought that the operators would be open to change, especially when issues of ***liability*** were considered
- Commissioners wanted ***further education*** about the specifics of different models applied to the TVC situation, particularly around funding and taxation

Stakeholder Values

CURRENT SURVEY

- Value Questions
 - Zoning
 - Property
 - Legal Services
 - Issuing Debt
 - Liability
 - Regulatory
 - Other Values



Stakeholder Values

Issue	Under Commission	Under Authority
Zoning	Multiple issues with City	Control of own destiny and increased autonomy
Property	Multiple steps to approve	One-step approval; more transparency/accountability
Liability	Airport and Counties	Airport
Issuing Debt	Done through Counties	Done through Counties
Legal Services	Airport supports costs	Airport supports costs
Regulatory	Education and expertise needed; Board members change with political elections appointments	Education and expertise is part of criteria for Board; greater continuity of Board
Other Values - quality service - competitive ticket prices - important regional asset - operate like a business - value relationship with Counties	Adequate business model for best-of-class service	Enhanced business model for best-of-class service Act 95 ensures more public accountability & transparency

Stakeholder Values - ZONING

ZONING

- Zoning rights are an important issue — Airport needs the entity best suited for zoning management for property at the Airport
- **Basic Background**
 - Under MI state law, all *aeronautical* uses are exempt from zoning
 - e.g. building hangars, noise, airport lighting related to aero, etc.
 - Zoning issues arise regarding *non-aeronautical* development

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Stakeholder Values - ZONING

- **Basic Background**

- Typically, the same entity that owns the airport also controls zoning
 - However, this is not the case with TVC (i.e., City governs zoning, but is not part of the NRAC)
- As a result, by having the City control non-aero zoning, a non-owner entity controls the economic development options of the Airport
 - This takes rights and powers away from the Counties/NRAC

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Stakeholder Values - ZONING

Examples of Issues

– *Removal of obstructions*

- Confusion arises between purpose of activity and location of activity
 - While the land the obstructions were on were non-aero land, the removal was for aeronautical purposes (clear vision path, etc.)
- City's retention of control interferes or creates challenges with complying with Federal regulations as well
 - FAA Grant Assurance 19 - airport operators responsibility to take necessary actions to ensure a safe operating environment
 - FAA Grant Assurance 21 – compatible land use
 - FAR 77 – obstruction free approach zones
 - Advisory Circular – regarding wildlife management / depredation

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Stakeholder Values - ZONING

Examples of Issues

– *Costco development*

- Approval of the development was a challenge, with a number of issues
- Conflict between use and development of Airport property for non-aero revenue and City zoning authority
 - City was initially against the development — using zoning to enhance its position
 - Reversionary clauses were brought up – property should be reverted back to the City (in conflict with Grant Assurances)
 - A non-aero development stance of the City interferes with the strategic goals laid out by the Commission and the Counties
 - Lighting exemption issues
 - Example: repaving Garfield Road violated RPZ FAA requirements

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Stakeholder Values - ZONING

Examples of Issues

– *Equity issues*

- Townships (e.g., East Bay) within the County have control over their own zoning to plan their jurisdictions for the health, safety, and welfare of their constituents
- Civic Center is County property inside City boundary and has exemptions from City zoning

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Stakeholder Values - ZONING

How does this relate to Governance at TVC?

– *Under Commission*

- Municipal control of zoning is a constraint to Airport development
 - City is no longer a direct operator of the Airport, yet maintains and exerts control over certain Airport actions having a direct impact on Airport operations
 - Challenges were recently highlighted in the Costco development efforts
 - Challenges also highlighted with taxes the City was assessing against aeronautical tenants and the Airport
 - Airport has also had issues with land division act with the City
 - *Under a Commission governance, it is a challenge to address zoning issues with the City and implement development efforts to produce revenue for the operation of the Airport and maintain self-sufficiency*

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Stakeholder Values - ZONING

How does this relate to Governance at TVC?

— *Under Authority*

- Moving to an Authority would present new zoning options
- Most airports control their own fate economically
- *Under the original agreement, the Counties agreed to City zoning; however, this is not compatible with Grant Assurances*

Stakeholder Values - PROPERTY

PROPERTY

- U.S. airports face a significant challenge to economic stability, and many are turning to property as a way to bring in non-aero revenue to remain self-sufficient, and to stay in compliance with Grant Assurances
- In order for an airport to be self-sufficient, it needs to raise sufficient revenue to offset operating costs, either through commercial development, an increase in fees (to passengers and/or airlines), or taxation
 - *NOTE: Increase in revenues helps to keep costs down for airlines — which in turn allows airlines to keep costs down for passengers and potentially offer new services*

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Stakeholder Values - PROPERTY

- **Property, continued**
 - Non-aeronautical revenue will continue to grow as the most important source of revenue for the Airport
 - The capitalization of assets allows for the long-term expansion and growth that the community demands
 - Important issues are related to the Airport's ability to buy, sell, and lease property for both aeronautical and non-aeronautical purposes

Stakeholder Values - PROPERTY

- **Basic Background**

- FAA does *not* allow the buying of new property for non-aero use
- FAA does allow leveraging of existing property for both aero and non-aero use
- Thus, the Airport buying of new property would **only** be for aero use
 - Such as easement or approach changes
- The buying and selling of property should stay within the Airport's purview (i.e., not determined by the Counties)
 - This can be benefited by the Authority members become familiar over time to FAA policy and procedures

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Stakeholder Values - PROPERTY

- **How Property relates to other values (such as increased air service and lower air fares)**
 - TVC pursues both aeronautical and non-aeronautical commercial development because it helps bring in air service (such as Allegiant) by keeping airline costs low through rental revenue
 - Costco revenue at \$170K per year offsets the cost of safety and security
 - Without Costco, the Airport's CPE—an important industry measurement—would be in excess of \$8; currently it is \$5.60 because of Costco revenue

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Stakeholder Values - PROPERTY

How does this relate to Governance at TVC?

- Issues re: efficiency (process), transparency (Act 95), and public accountability (Act 95)
- Also: Counties must abide by FAA rules or risk Grant Assurance non-compliance
- ***Commission process – multiple steps***
 - Approve by Commission
 - Take to both Counties
 - Study session for each County and full board vote for each County
 - This is a minimum of an 8 week process (could easily turn into 12 weeks)
- ***Authority process – one-step process***
 - Submit at one meeting
 - Approve at the next
 - Typically a 4 week process
 - Could be less with a special meeting
 - Singly focused on operation of the Airport
 - Less susceptible to political influence, agenda, conflicts

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Stakeholder Values - PROPERTY

- How does **eminent domain** relate to Governance at TVC?
 - Eminent domain should stay with the sponsors (i.e., Counties)
 - If the Airport does need that tool, then both Counties need to be involved
 - This is true for either a Commission or an Authority

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Stakeholder Values - PROPERTY

- How does **deeding the property** relate to Governance at TVC?

Under Authority

As an Authority, under Act 95, two options regarding property ownership

- **Authority ownership:** Fee simple transfer – deed transfer and Counties relinquish ownership to Authority
- **Counties ownership:** Enter into a long-term lease agreement (no revenue), typically 40 years
 - Special provisions have to be built-in to allow the Authority to efficiently operate and enter into agreements that extend beyond the lease itself

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Commission Advantages & Disadvantages

Commission Advantages

- Liability shared with Counties
- Legal/professional services can be supplied by Counties
- Can more easily rely on Counties for financial support
- Political connections and support
- Provides direct oversight and accountability by Counties

- No direct control of Airport zoning
- Can not buy and sell property on its own
- Can not enter leases past term of Operating Agreement
- Political influence
- Less efficient
- Sponsors have other priorities besides Airport's best interests
- Legislation & Agreements not as clear
- Lack of dispute resolution

Commission Disadvantages

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Authority Advantages & Disadvantages

Authority Advantages

- Airport business focus
- Zoning control
- Buy & sell property
- Clear legislation
- Regional requirement
- Efficient & effective actions
- Reduces political influence and conflicts of interest
- Industry best practices
- Criteria of expertise for Board members
- Limitation of 45% of elected officials serving on Board
- More transparent, more public accountability

- Liability held by Authority
- Cannot Impose a Millage
- Financial & operational support from Counties is harder to gain

Authority Disadvantages

Summary Overview

What an Authority is required to do that a Commission is not

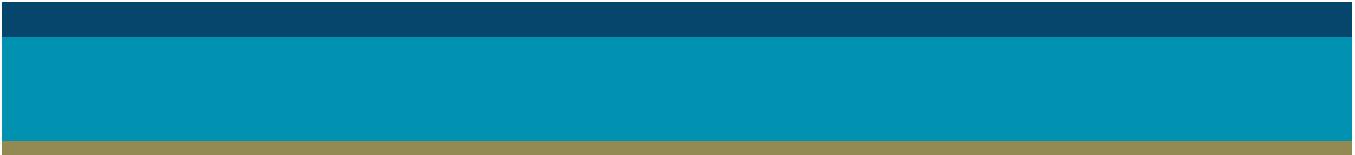
- Appoint Board members from outside local government
- Requirement to appoint executive staff (e.g., CFO)
- Requirement for annual audit
- May sue or be sued
- Procure insurance
- Invest money
- Borrow money and issue municipal securities
- Operate other publicly-owned airports

What a Commission able to do that an Authority can not

- Joint operation
- Have Counties provide aid to Airport

Discussion

- Q & A
- Next Meeting



Thank You



Airport Governance Advisory Committee Meeting

July 30, 2019



Airport Governance Advisory Committee Agenda

- Roll Call
- Public Comment
- Approval of Meeting Minutes
- Today's Discussion
 - Stakeholder Values, Part 2
 - Authority Advantages and Disadvantages, Part 2
- Public Comment
- Adjournment

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Today's Discussion

- **Stakeholder Values, Part 2**
 - Community
 - NRAC
 - Grand Traverse County
 - Leelanau County
- **Advantages and Disadvantages for Transitioning to an Authority, Part 2**
 - Counties' Perspective
 - Summary of Advantages
- **Discussion**

2

Stakeholder Values

Previously

- Strategic Planning Input from Stakeholders
 - Recap on SBA stakeholder input from the beginning of the process

Previously

- Value Questions Survey with the AGA Committee, Part 1

Current

- Value Questions Survey with the AGA Committee, Part 2

Stakeholder Values

CURRENT SURVEY

- Value Questions
 - Zoning (PART 1/June)
 - Property (PART 1/June)
 - **Legal Services - TODAY**
 - **Liability - TODAY**
 - **Issuing Debt - TODAY**
 - **Regulatory - TODAY**
 - **Other Values - TODAY**



4

Stakeholder Values

Issue	Under Commission	Under Authority
Zoning – PART 1	Multiple issues with City	Control own destiny and increased autonomy
Property – PART 1	Multiple steps to approve	One-step approval; more transparency/accountability
Liability	Airport and Counties	Airport
Issuing Debt	Done through Counties	Can be done via Authority. Counties still involved if desired.
Legal Services	Airport supports costs	Airport supports costs
Regulatory	Aviation education and expertise needed; Board members change with political elections appointments	Aviation and business expertise is part of criteria for Board; greater continuity of Board
Other Values - quality service - competitive ticket prices - important regional asset - operate like a business - value relationship with Counties	Adequate business model for best-of-class service	Enhanced business model for best-of-class service Act 95 ensures more public accountability & transparency

5

Stakeholder Values - LEGAL SERVICES

LEGAL SERVICES

- Legal services are important for any business, but especially for the unique public/private enterprises of airports since there is heavy regulation for the industry.
- **Basic Background**
 - Some commissions utilize shared resources under their sponsors
 - Legal is one of those shared resources
 - Others can include fire, security/police, housekeeping, IT, HR, and other services that would otherwise need to be accomplished in-house
 - Currently, TVC is paying for all legal service, HR, IT, etc. costs; it is not being shared with the Counties

Stakeholder Values - LEGAL SERVICES

- **How does this relate to Governance at TVC?**
 - ***Under Commission***
 - If TVC remains a Commission, the Airport would likely continue to pay the costs (unless the Counties agreed to share resources and costs)
 - ***Under Authority***
 - If TVC moves to an Authority, then it would continue to pay the costs for legal services as it is now

Stakeholder Values - LIABILITY

LIABILITY

- Governance of an airport plays a large role in what entity retains liability for various issues
 - Liability includes legal, financial, and political responsibilities and consequences
- **Basic Background**
 - Currently, as joint airport sponsors, the Counties are responsible for the legal and financial liabilities of the Airport
 - Counties could also be held responsible for the actions and legal transactions undertaken by the Airport

Stakeholder Values - LIABILITY

Examples

– *Grant Assurances – under Authority*

- Under an Authority, all the responsibility of the Grant Assurances falls on Authority, not Counties
- Regarding any issues of non-compliance, the consequences would stay at the Airport

Stakeholder Values - LIABILITY

- **How does this relate to Governance at TVC?**

- ***Under Commission***

- Counties have more exposure to liability—legal, financial, and political—under a Commission structure
 - Current liability exposure is covered by both Commission's and the Counties' insurance policies; however, this would not be necessary under an Authority

- ***Under Authority***

- The Authority governance structure removes as much liability as possible for Leelanau and Grand Traverse Counties
 - The Authority would be solely responsible for the legal, financial, and political liabilities of the Airport
 - In the event of claims of tort, injury, or other liabilities an Authority would better protect the Counties

10

Stakeholder Values – ISSUING DEBT

ISSUING DEBT

- The Airport’s ability to issue debt can impact how future development at TVC takes place
- Issuing debt from time to time could be used as one of the vehicles to meet the Airport’s short- and long-term financial needs
- **Basic Background**
 - Ability to issue debt regardless of governance model
 - “Full faith and credit”

Stakeholder Values – ISSUING DEBT

- **How does this relate to Governance at TVC?**
 - Issuing debt is similar for either a Commission or an Authority
 - If the Airport needs to issue debt, Act 95 allows for an Authority to go out on its own to do so, or to use the Counties full faith and credit
 - Having the ability to issue debt without the Counties can be beneficial to respond more quickly to financial needs as well as reduce the Counties' full faith and credit debt liability

Stakeholder Values – ISSUING DEBT

- **Under an Authority**
 - One advantage under an Authority is the ability to enter into **Installment Purchase Agreements** for the acquisition of equipment, etc.
 - IPAs allow the Airport to respond more quickly to financial needs
- **NOTE re: millage/taxation:**
 - Act 95 clearly states that an Authority cannot issue a millage/taxation

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Stakeholder Values – REGULATORY

REGULATORY

- The Airport exists within a heavily regulated environment. Many different agencies—spanning the local, state, and Federal levels—regulate it
- Different governance models affect compliance issues
- To operate efficiently, it is necessary to have an experienced Board and a dedicated professional Airport management team

Stakeholder Values – REGULATORY

Examples

– *Revenue diversion*

- Airport money sent to Counties, Cities, or other entities is a violation of Federal regulations
 - There are potential civil and criminal penalties for this action
- An informed board focused solely on the airport can help to prevent revenue diversion concerns

– *Lack of consensus*

- If there is lack of consensus on policy, regulatory, or business matters among joint government bodies, a process for mediating through the issues is needed

Stakeholder Values – REGULATORY

How does this relate to Governance at TVC?

– *Under Commission*

- Under the current model, Commission members, and to some extent County members, have a responsibility to have significant knowledge of regulations and compliance
- The Commission and County both need continuous education on the specifics of the regulatory environment
- Elected officials that frequently change, and have other focuses outside of the airport, have less opportunity to develop expertise in airport management

Stakeholder Values – REGULATORY

How does this relate to Governance at TVC?

– *Under Authority*

- Board members are chosen for their industry and business expertise
- Members would be required to have industry and/or business expertise
 - Minimum standards could/should be stipulated for board member qualification.
- Membership make-up represented by the regional community through appointment, ex:
 - Grand Traverse County appointed members
 - Leelanau County appointed members
 - Another local County appoints 1 member
- Up to 45% of Board members can be elected officials

Stakeholder Values – OTHER VALUES

OTHER VALUES

- A commitment to quality service for customers
- Competitive airline ticket pricing (i.e., cheaper flights)
- Recognizing and supporting the Airport as an important regional asset and economic development tool
 - The Airport's reach goes beyond the City and the two Counties
- Provide the best service and benefits to the entire region

Stakeholder Values – OTHER VALUES

OTHER VALUES

- Operate like a business
- Recognize elected officials can have agendas other than what is best for the Airport and the community it serves
- Value the relationship with the Counties, even if moving to an Authority model

Stakeholder Values – OTHER VALUES

Examples

- Re: Cheaper flights, more seats, more routes
 - Airport does not have control of airfare; however, TVC can lower the cost to the carrier at the airport to induce lower airfares
 - Non-aero revenue to help airport offset operating costs
 - Focus on marketing and air service development to expand service and promote competition
- Economic development of region through airport initiatives
 - Leasing land
 - New and/or expanded air service (i.e., new carriers, new destinations, greater frequency to current destinations, etc.)
 - Job creation

Stakeholder Values – OTHER VALUES

Examples

- Management requirements and clear responsibilities as a public body outlined in Act 95
 - CEO requirement
 - CFO requirement
 - Annual audit
 - Public meetings
 - Board members

Advantages & Disadvantages of a Commission From the Counties' Perspective

Commission Advantages

- Political connections and support
- Provides direct oversight and accountability by Counties
- Counties approve buying and selling of land
- Counties priorities can be reflected more easily
- Control over some long-term lease agreements past Operating Agreement

- Airport liability shared with Counties
- Legal/professional services can be supplied by Counties
- Can more easily rely on Counties for financial support
- No direct control of Airport zoning
- Less efficient– Legislation & Agreements not as clear
- Lack of dispute resolution

Commission Disadvantages

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Advantages & Disadvantages of an Authority from the Counties' Perspective

Authority Advantages

- Liability held by Authority
- Cannot impose a millage
- Airport business focus
- Zoning control
- Not required to provide airport financial & operational support from Counties
- Clear legislation
- Efficient & effective actions
- Industry best practices
- Criteria of expertise for Board members
- More transparent, more public accountability

- Buying & selling of property is more autonomous for Airport
- Eminent domain
- Regional requirement
- Reduces political influence
- May reduce Counties control over decision making and long-term agreements
- Limitation of 45% of elected officials serving on Board

Authority Disadvantages

Summary Overview of Authority Advantages

- **Provide a Singular Airport Enterprise Focus**
 - More flexibility to develop policies and procedures specifically attuned to meet the needs of an increasingly competitive environment
- **Strengthen Regional Coordination and Economic Contribution**
 - Expansion of Board members to include greater regional input to better represent the entire community the airport serves
- **Create a Stronger Platform for Economic Development**
 - Singulalry business-focused Board with commercially-oriented policies will encourage a more entrepreneurial, business, and hospitality management focus that is more conducive to customer service and air service development

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Summary Overview of Authority Advantages

- **Enhanced Decision Making**

- Authority Board members have a sole focus on the airport which fosters enhanced knowledge of airport operations that is not normally acquired by elected officials that have a multitude of political priorities and responsibilities

- **Lower Operating Costs**

- Operational cost savings are inherent through greater efficiency and higher productivity found by reducing the time to educate, gain approval, and process business agreements with multiple boards

- **Air Service Development**

- Using funds from operational cost savings, as well as greater revenue earned through airport focused strategic initiatives, the airport can more easily market and attract new air service

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Summary Overview of Authority Advantages

- **Ensuring a “win” for all key stakeholders:**
 - **Board** – Long-term increased economic contribution. Control retained of all Board appointments by joint sponsors.
 - **Authority** – Single-purpose entity configured expressly to optimize results for Airport enterprise. Stronger business/commercial focus.
 - **Airport Staff** – All employment and pension benefits would be preserved via Agreements, if required.
 - **Regional Interests** – Authority helps promote the fact that the Airport is a regional asset and involves regional representation.
 - **Business Community/Economic Development** – Criteria for Authority Board appointments can include a stronger business focus, which would help strengthen ties to the business community and help increase economic development.

Discussion

- Q & A
- Next Meeting

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Thank You



Airport Governance Advisory Committee Meeting

August 20, 2019



Airport Governance Advisory Committee Agenda

- Roll Call
- Public Comment
- Approval of Meeting Minutes
- Today's Discussion
 - TVC Governance Transfer Process
 - Key Documentation Supporting FAA Requirements
 - Reporting Process to Airport Commission and Counties
- Public Comment
- Adjournment

1

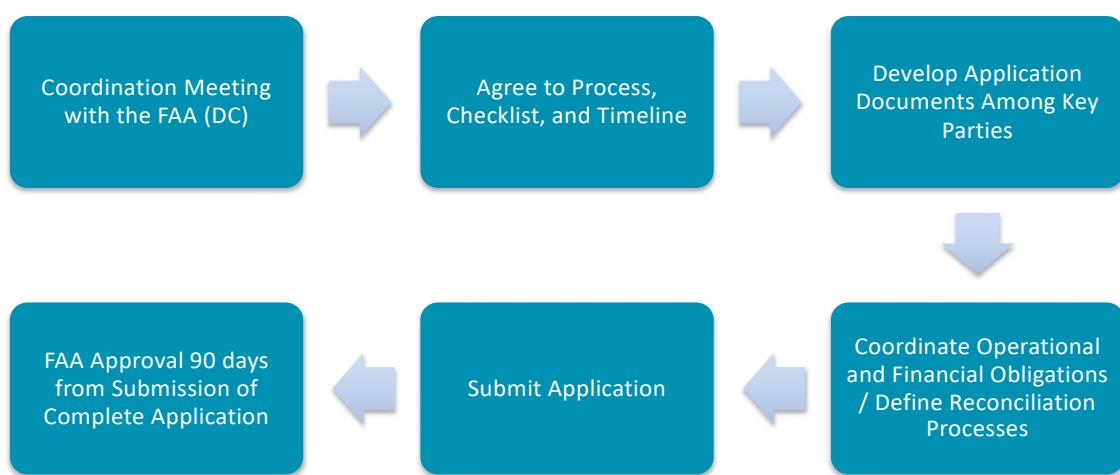
TVC Governance Transfer Process

- **FAA Part 139 Sponsorship Transfer Process**
- **Key Actors**
- **Key Documents**
- **Schedule**

The Process

- Process begins with the passage of resolutions by Leelanau and Grand Traverse County of “Notice of Intent to Form an Airport Authority”
- “Notice of Intent” is followed by laying out plans for an orderly transition from one Federal airport sponsor (NRAC) to the next (Authority)
- An involved process of developing key documents in coordination with all involved parties

Simplified Process



4

Key Actors

- **Including but not limited to:**
 - NRAC
 - Leelanau County
 - Grand Traverse County
 - FAA

Roles (Representative)

- **Leelanau and Grand Traverse Counties**
 - Notice of Intent to Form Authority
 - Public Hearing
 - Development of agreements including
 - Articles of Incorporation
 - Property Conveyance
 - Assignment and Assumption
 - Services Agreements (if any)
- **NRAC**
 - Serve to manage overall process
 - Assignment and Assumption
 - Services Agreements (if any)
 - Grant Reconciliation process
- **FAA**
 - Consultation regarding application and format
 - Grant Reconciliation
 - Application review and approval

6

FAA Coordination



FAA - Detroit ADO

- Grant Standing and Reconciliation Process
- Good Title
- Exhibit A



FAA - Great Lakes Region

- Issuance of FAR Part 139 Certificate upon HQ approval of transaction



Washington HQ

- Overall coordination and approval of transfer by the Secretary of USDOT

FAA Focus Areas

- **FAA Key Concerns:**
 - Assurance 4. Good Title
 - Assurance 5. Preserving Rights and Powers
 - Assurance 22. Economic Non-Discrimination
 - Assurance 23. Exclusive Rights
 - Assurance 24. Fee and Rental Structure
 - Assurance 25. Protect from Diversion of Airport Revenue
- **FAA Orders**
 - Order 5100.38B Airport Improvement Program
 - Order 5190.6B – Airport Certification Manual

Key Documentation

- **Application Outline & Documents**
 - Introduction
 - Form 5280-1
 - Governing Documents
 - Enabling Act/Articles
 - Agreements
 - Opinion of Counsel
 - Report of Airport Consultant
 - Exhibits

APPLICATION FOR CERTIFICATE		Form Approved OMB No. 2506-0675 (4/31/2000)																																																								
FAA USE ONLY																																																										
Site Number																																																										
<p>Department of Transportation <input type="checkbox"/> Airport Operating Certificate Federal Aviation Administration <input type="checkbox"/> Time-Limited Airport Operating Certificate In the space provided, list the name of the individual, organization, and firm copies of the form and two copies of the Airport Certification Manual to the Registrant of the Airport or the appropriate FAA Registered Office.</p> <p>List of Persons to Check This Form</p> <p><input type="checkbox"/> Original <input type="checkbox"/> Amendment <input type="checkbox"/> Exemption</p> <p>a. Location of Airport:</p> <table border="0"> <tr> <td>1. Name of Airport</td> <td>2. Address (Name, Street, P.O. Box)</td> </tr> <tr> <td>3. City</td> <td>4. County</td> <td>5. State</td> <td>6. Zip Code</td> </tr> <tr> <td>6a. Latitude</td> <td>6b. Longitude</td> <td>7. Airport to:</td> </tr> <tr> <td style="text-align: center;">- - -</td> <td style="text-align: center;">- - -</td> <td> a. State Licensed <input type="checkbox"/> Yes <input type="checkbox"/> No b. State Inspected <input type="checkbox"/> Yes <input type="checkbox"/> No </td> </tr> </table> <p>b. Ownership:</p> <table border="0"> <tr> <td>1. <input type="checkbox"/> Municipality <input type="checkbox"/> State <input type="checkbox"/> Military</td> <td>2. Airport is <input type="checkbox"/> Civil <input type="checkbox"/> Milt-Civ Joint Use</td> </tr> <tr> <td><input type="checkbox"/> Corporation <input type="checkbox"/> County <input type="checkbox"/> Other (Explain):</td> <td><input type="checkbox"/> Shared</td> </tr> <tr> <td><input type="checkbox"/> Port Authority <input type="checkbox"/> Airport Authority</td> <td></td> </tr> </table> <p>c. Name of Manager/Operator:</p> <table border="0"> <tr> <td>Number/Street/P.O. Box</td> <td>Number/Street/P.O. Box</td> </tr> <tr> <td>City County State Zip</td> <td>City County State Zip</td> </tr> </table> <p>c. Operative Data:</p> <table border="0"> <tr> <td>1. Certificate Applied For:</td> <td>2. Fire Fighting Equipment (Check Current Index and ensure equipment is listed in ACM)</td> </tr> <tr> <td><input type="checkbox"/> Class I <input type="checkbox"/> Class II <input type="checkbox"/> Class III <input type="checkbox"/> Class IV</td> <td><input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> E</td> </tr> <tr> <td>3. Air Carriers to be served (UA, DL, CO, AA, etc.)</td> <td>4. Air Carrier(s) to be served (737, DC-9, A-320, etc.)</td> </tr> <tr> <td>5. ARFF Exemption Applied For: <input type="checkbox"/> Yes <input type="checkbox"/> No</td> <td>6. Other exemptions applied for:</td> </tr> </table> <p>d. Remarks: <input type="checkbox"/> Check here and use additional sheet of paper.</p> <p>e. Certification:</p> <p>This application, including the Airport Certification Manual, is submitted in order to obtain an Airport Operating Certificate or Time-Limited Airport Operating Certificate. I certify, under penalty of 18 U.S. Code, Section 1001, and other applicable provisions of law that the statements and representations contained in this application are complete and true to the best of my knowledge.</p> <table border="0"> <tr> <td>Applicant Signature</td> <td>Applicant Address/Number/Street/P.O. Box</td> </tr> <tr> <td>Applicant Name (typed)</td> <td>City</td> </tr> <tr> <td>Applicant Title</td> <td>Date Submitted</td> <td>State</td> <td>Zip</td> <td>Telephone No. ()</td> </tr> </table> <p>FAA Use Only</p> <table border="0"> <tr> <td>1. Date Application received</td> <td>2. Date Proposed for Inspection</td> </tr> <tr> <td>3. Date Inspection Completed</td> <td>Signature</td> <td>Title</td> </tr> <tr> <td>4. 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FAA Rulemaking (2-04) Supersedes Previous Edition

Paperwork Reduction Act Statement. The information collected on this form is necessary to determine applicant eligibility for airport operating certificates. The FAA estimates that it will take 200 hours to complete this form and develop an Airport Certification Manual or Airport Certification Specifications that must accompany this form. This collection of information is mandatory under 44 CFR Part 139. An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a valid OMB control number. The OMB control number for this collection is 2512-0765. Comments

Key Documentation

- **Additional Supporting Documentation**
 - Enabling Legislation
 - Articles of Incorporation
 - Property Conveyance
 - Services Agreement, if desired
 - Assignment and Assumption Agreement
 - FAA Part 139 Application
 - Supporting resolutions

Key Documentation

- **Articles of Incorporation**
 - Creates the Authority under Michigan law
 - Establish the parameters under which the Authority operates including its powers and any restrictions
 - Establishes memberships, appointments, and qualifications to serve
 - Define responsibilities between the Counties and the Authority, including reversionary clauses

Key Documentation

- **Property Conveyance**
 - Land lease issued by both Counties
 - Fee simple transfer
 - Restrictions and covenants

Key Documentation

- **Assignment and Assumption Agreement**
 - Assigns all responsibility, rights, and privileges from NRAC to the Authority
 - Grant Obligations
 - Property rights and equipment interest
 - Past and future liabilities
 - Establishes Authority as official airport sponsor under FAA guidelines

Key Documentation

- **Opinion of Council**
 - Legality of proposed transaction and compliance with State and Federal laws and regulations

Key Documentation

- **Consultant Report**
 - Official Record of the Transaction
 - Compliance with FAA Grant Assurances and FAA Orders
 - Preparedness of Authority under Part 139

Complete Application



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Part 139 Airport Operating Certificate

U.S. Department of Transportation
Federal Aviation Administration



Airport Operating Certificate

This certifies that the Northwestern Regional Airport Commission as owner and operator of Cherry Capital Airport, Traverse City, Michigan has met the requirements of the Title 49 USC, Subtitle VII – Aviation Program, and the rules, regulations, and standards prescribed thereunder for the issuance of this certificate, and is hereby authorized to operate as a certificated airport in accordance with and subject to said statute and the rules, regulations, and standards prescribed thereunder, including but not limited to 14 CFR Part 139, and any additional terms, conditions, and limitations contained herein or in the approved Airport Certification Manual on file with the Federal Aviation Administration.

This certificate is not transferable and, unless sooner surrendered, suspended or revoked, shall continue in effect.

By Direction of the Administrator:

Effective Date: May 21, 1973

Reissue Date: April 29, 2005

Issued at: 2300 East Devon Avenue
Des Plaines, Illinois 60018



Jen A. O'Boyle
Manager, Airports Division

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Next Steps – Reporting Process



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Next Steps – Reporting Process

- **Airport Governance Advisory Committee**
 - Form recommendations and draft report
 - Send report to NRAC with supporting resolution
- **NRAC**
 - Review report and recommendations
 - Send to Counties for further consideration
- **Counties**
 - Hold study sessions to review the report and field Q&A
 - Decide to form regional Authority or renegotiate lease with NRAC

Schedule



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Discussion

- Q&A
- Next Meeting



Thank You



Airport Governance Advisory Committee Meeting

September 24, 2019



Airport Governance Advisory Committee Agenda

- Roll Call
- Public Comment
- Approval of Meeting Minutes
- Today's Discussion
 - Outline of Governance Final Report
 - Schedule of Governance Final Report
- Invitation for Public Comment
 - Beginning April 30, 2019, the Committee has met to discuss the benefits and advantages of various airport governance models for the Cherry Capital Airport (TVC) in order to provide recommendations to the two Counties, which serve as the Airport's owners, on the best governance model available to operate the Airport.
 - As the Committee prepares its final report, the community is invited to provide feedback on this important topic.
- Adjournment

1

Outline of Report

- Executive Summary
- History & Background
- Purpose & Goal of the Committee
- Research and Key Findings
 - AGAC Meetings and Discussions
- Stakeholder Input/Feedback
- Recommendation(s)

2

Executive Summary

- **Executive Summary**
 - Highlights the key aspects of the report
 - Provides history of the Airport
 - Gives summary of AGAC meetings
 - Reports AGAC final recommendation(s)

History & Background

- **History & Background**

- Airport Established in 1935 by Traverse City
- Airport transferred to U.S. Government in 1942
- Airport transferred back to Traverse City in 1949
- Airport identified as a regional asset & NRAC Formed in 1971
- Traverse City leaves NRAC in 1990
- Leelanau County inquired about alternative governance in 1995
- NRAC commissioned a Strategic Planning process in 2017
- NRAC Board forms the AGAC in 2019 to review governance

Purpose & Goal of the Committee

- **Purpose & Goal of the Committee**
 - Serve in an advisory capacity and discuss ongoing research into airport governance models
 - Assist with coordination among County governments and administrative bodies to advance any changes deemed necessary for the operation of the Cherry Capital Airport (TVC)

Research & Key Findings/AGAC Meetings

- **Research & Key Findings / Meetings & Discussions**
 - **April**
 - History of Airport; Current Governance Model; Conditions of Agreement; MI Act 327 of 1945 Chapter VII
 - **May**
 - Airport governance in MI; Airport governance nationally; FAA governance playbook
 - **June**
 - Stakeholder values; Commissions & Authorities (Advantages & Disadvantages)
 - **July**
 - Stakeholder values, Part 2; Authority Advantages & Disadvantages, Part 2
 - **August**
 - TVC governance transfer process; Key documentation supporting FAA requirements; Reporting process to Airport Commission and Counties
 - **September**
 - Outline of report; Public invitation to comment

6

Stakeholder Input/Feedback

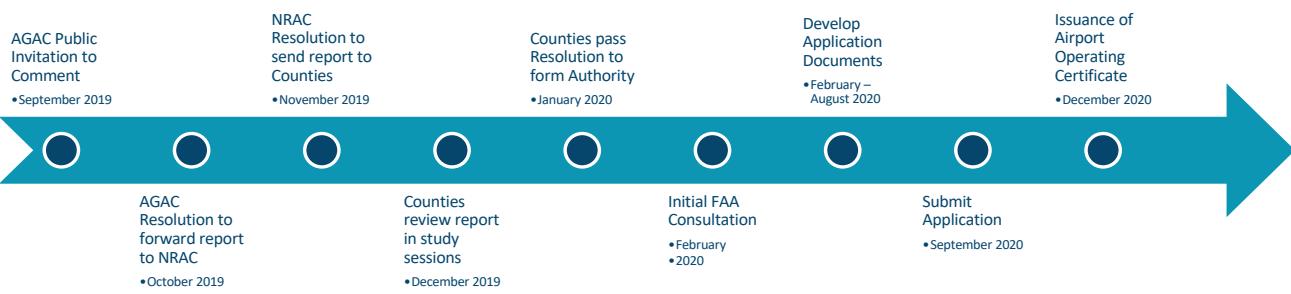
- **Stakeholder Input/Feedback**
 - Reduced liability, both short term and long term
 - Public transparency, accountability, and input
 - Greater regional perspective
 - Greater business focus and efficient operations
 - Clear and modernized legislation, including airport zoning
 - Safety mechanisms to protect the Airport for the Community
 - Promotion of Airport as a regional economic asset

Recommendation

- **Recommendation**

- Grand Traverse and Leelanau Counties should join together to pass a resolution re: the intent to form a Regional Airport Authority under Michigan Act 327 of 1945 Chapter VIIA, otherwise known as the Regional Airport Authority Act.

Schedule



Discussion

- Q&A
- Next Meeting

10



Invitation for Public Comment

Beginning April 30, 2019, the Committee has met to discuss the benefits and advantages of various airport governance models for the Cherry Capital Airport (TVC) in order to provide recommendations to the two Counties, which serve as the Airport's owners, on the best governance model available to operate the Airport.

As the Committee prepares its final report, the community is invited to provide feedback on this important topic.





Thank You

