Candidate Briefing Package for the Position of President & CEO (CEO)

Thunder Bay International Airports Authority Inc.

Thunder Bay Airport

Thunder Bay International Airports Authority exists so there will be air related transportation for Thunder Bay and the surrounding region. Secondary to this, the Airport also exists as a major contributor to regional economic growth.

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About Thunder Bay International Airports Authority (TBIAA)

Every day in Thunder Bay hundreds of people fly in and out of the Thunder Bay Airport, an ultra modern, safe, attractive, and well-equipped airport. This airport authority has a strong track record in air safety, air services innovation, regional economic development, and community engagement.

TBIAA is a not-for-profit corporation responsible for the operation of Thunder Bay International Airport. TBIAA receives no government funding for the operation of the Airport. The airport serves as an international hub connecting Northwestern Ontario across Canada and the world. Economic activity related to the airport has been estimated to be approximately $650 million dollars in GDP annually including over 5000 jobs in the region. Thunder Bay Airport (YQT) has a history of actively growing passenger volumes.

TBIAA is a financially healthy and stable organization focused on our key purposes and impact within a strong governance of risk and risk management lens.

Critical Outcomes and Key Strategic Priorities

The TBIAA Board has established clear strategic direction and expected results through its Critical Outcomes Policy as outlined below.

TBIAA Critical Outcomes Policy

Thunder Bay International Airports Authority Inc. exists so there will be air related transportation for Thunder Bay and the surrounding region. Secondary to this, the Airport also exists as a major contributor to regional economic growth.

Specifically, this includes achievement of the following Ends:

1. Air services for Thunder Bay are sustained, developed and expanded where possible to ensure essential transportation needs are met.

2. Superior safety, customer service excellence and extraordinary customer experience exist at the airports operated by the Authority.

3. Regional economic development is stimulated and expanded for our local and regional businesses using TBIAA assets where appropriate.

At What Cost
As the governing body, the Board recognizes that through this Ends Policy it is committing the use of resources to achieve the desired Ends (outcomes).

In support of achieving the desired Ends in a cost effective manner, the Board will identify the relative priorities within the Ends Policies, at a Board meeting by the end of June each year. These priorities will become assumptions in building the annual budget for the next year. The Ends of TBIAA shall be achieved on an annual and long term basis as planned for in the CEO Ends Interpretation and related business plan, and annual operating and capital budgets.

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All Ends should be achieved at a reasonable cost and a reasonable fee for customers. The Board will review on an annual basis the overall envelope of resources to ensure sufficient resources exist to reasonably achieve the desired prioritized Ends.

Fees to customers should, in a defined and reasonable time frame, be set to:

1. Provide a sustainable, balanced budget.
2. Provide financial stability and growth.
3. Not cause undue hardship to customers resulting from sudden and major fee increases.

The Opportunity – The Candidate Profile

The Thunder Bay International Airports Authority (TBIAA) CEO is responsible for the leadership and management of the affairs of the airport authority in accordance with legislation, bylaws, and policies set by the Board. The CEO creates an organization and an environment that supports the achievement of the Ends (critical outcomes/results) Policies which outline the vision for the impact that TBIAA will have in Thunder Bay, Northwestern Ontario, and beyond.

In keeping with the TBIAA Board governance approach, the CEO has the responsibility for effecting specified organizational results outlined in the Ends policies within the boundaries of executive authority established in Executive Limitations.

As the world recovers from the transformational impact of the global pandemic, the TBIAA Board of Directors has developed key strategic outcomes and critical priorities for the organization to respond to the pandemic. The CEO will be expected to focus and build upon this strategic framework. The air industry has come through unprecedented challenges and as we emerge to our new world we believe we will also need to create unprecedented opportunities.

Leading up to the pandemic years, TBIAA enjoyed accelerated growth, significant financial success, high-profile partnerships and achieved extraordinary airport development and services. These impressive results have created opportunities for the TBIAA to make even greater contributions to the community and the region its serves.

The TBIAA has a prominent and committed Board of Directors and a dedicated, highly qualified staff team. It operates under effective governance leadership, and with solid internal controls, effective stewardship processes, a solid balance sheet, and clean audits.

The new CEO will lead the TBIAA to its next level, building upon strong momentum. The candidate will need to be a dynamic, purpose-driven leader capable of nurturing relationships with partners and stakeholders while taking the organization to the next level of innovation, entrepreneurship, and contribution.

In appointing a new CEO, the Board is seeking a candidate who demonstrates the following attributes as a professional and the commitment to continue to develop this profile.

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1) Leadership – We expect the next TBIAA CEO will have most of these attributes, if not all:

Experience: A track record of success in a senior executive role, preferably with airport experience, with innovative, outcome-oriented organizations. This experience could be in any of the private, public or not-for-profit sectors, or other environments. The ideal candidate will also bring a commitment to and involvement in community work through volunteer leadership roles.

Dynamic and Passionate: A dynamic and passionate leader with the ability to develop a shared purpose and vision among staff, Board Members, external stakeholders, funders, community groups, and various levels of government. The ideal CEO candidate will show evidence of inspiring and empowering people to look for opportunities to enhance an organization's ability to develop on its purpose.

Strategic: A strategic thinker with the ability to conceptualize the nature and long-term evolution of TBIAA. The new CEO should have the capacity to devise strategies that, in collaboration with our partners, will ensure TBIAA can meet its mandate now and in the future.

Visionary: The capacity to bring together the components of air services, travel, and the regional economy to build air and related services and economic growth for the community. Through strength of personality and driving passion, the new CEO should be a leader not just of TBIAA but also an influencer for the whole region. This leader should have a vision and the skills to realize it.

Positive Team Leader: A demonstrated track record of successfully leading teams who are focused on achieving organizational and personal success. The new CEO should value employee empowerment and cultivate engagement leading through building people's skill, capacity, and the success of team. This leader should demonstrate commitment to building a robust succession plan within the organization.

Resilient: An ability to be flexible in changing circumstances and effectively respond to constructive feedback and other points of view.

Collaborative Mindset with a Board of Directors: A demonstrated ability to work under the direction of and in partnership with a Board of Directors. Embraces teamwork in supporting a Board to fulfill its governance responsibilities and build its meaningful connections with the community.

Health, Safety and Regulatory Compliance Awareness and Commitment: A solid understanding of the health, safety, and regulatory requirements associated with the many complex responsibilities related to operating an international airport.

Decisiveness: Can make informed decisions and focus the team on action that produces strong business results. Is confident in and accountable for decisions made.

Trust and Trustworthiness: Can be relied on as honest, truthful, and trustworthy. Inspires confidence based on demonstrated ethics, integrity, prudence, fairness, and an equity approach.

Risk-Based Orientation: A demonstrated awareness of the need to balance risk and opportunity in order to sustain growth. The new CEO should have the capacity to establish risk mitigators which contribute toward achieving improved performance and sustained positive business results.

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2) Airport and Airport Authority

Build and Protect Assets: A good understanding of the air services and airport industry or related transportation industries. Can help grow the financial, reputational, and physical assets of the TBIAA to become increasingly relevant and helpful for our broader communities.

Entrepreneurial Business and Relationship Builder: Values regular contact with air services and service delivery partners, funders, governments, and national and international partners in the air services sector and beyond. Encourages collaboration with the capacity to make appropriate deals and grow and nurture partnerships. Demonstrated capacity to stimulate and/or grow sound new business partnerships.

Financial and Technological Acumen: Demonstrated ability to manage the business and technological needs of an organization the size and complexity of TBIAA. Strong financial acumen; informed and comfortable with new technologies including social media.

3) Collective Community Impact

Community Reputation: Fully appreciates the TBIAA's solid reputation in the broader community and is able to protect and build this reputation. The CEO will be expected to effectively deliver and build upon the TBIAA brand across a growing group of community stakeholders, as well as within the air services industry across Canada. Must be the "voice" of the TBIAA in the region and nationally and give credibility to the organization when it is in the spotlight.

Presence and Confidence: Possesses the presence, confidence, and political savvy needed to generate respect in the community. Is relationship-focused and is committed to building strong interactions with customers, partners, and employees. Can inspire confidence among TBIAA's service partners, governments, the Board, staff, community agencies, and other key stakeholders.

Communication Skills: An articulate communicator with highly effective listening and engagement skills. Capable of delivering an appropriate message to any audience in any setting. Combines excellent oral skills with equally strong written skills.

Thunder Bay Region Connection and Awareness: Has a strong connection to and/or understanding and appreciation of the culture of the region, including the socio-political environment and issues facing the region and broader communities.

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President & CEO Role Expectations

The TBIAA President & CEO (CEO) is responsible and accountable to the Board for interpreting Board policy to develop the airport and our air services strategy including:

- all aspects of managing the airport and airport authority,
- airline partner management,
- airport and airport lands commercial development,
- optimizing revenues and operating costs, and
- stellar customer relations and service experience excellence.

The airport is poised to build growth in terms of an increased variety of domestic and international destinations and increased passenger traffic. The CEO will need to guide the airport in its pandemic recovery efforts to achieve future-oriented, sustainable growth to ensure TBIAA continues to be a thriving regional air services and contributor to the region's economy.

Specifically, the CEO must:

1. Interpret the Board's Ends Policies (critical outcomes/results) and through strategic awareness of the environment, transform these into realizable operational outcomes/results and related management initiatives to achieve these results,

2. Provide information, insight and environmental scanning data to assist the Board in policy decision-making,

3. Provide the Board with regular, accurate and effective monitoring information to demonstrate the assessment of achievement of the Ends within risk boundaries, and.

4. Support and operationalize the Board's values for prudence, ethics, fairness, and equity while achieving results.

President & CEO Key Responsibilities

The TBIAA President & CEO (CEO) is responsible for organizational accomplishment of the Critical Outcomes identified collaboratively with the Board. In support of this, the major responsibility areas in the CEO portfolio include:

- Leadership and Management of Staff
- Service and Products Design, Delivery, and Continuous Improvement
- Process Design and Innovation
- Risk Management
- External Environment Connection and Communication
- Financial and Administrative Management
- Legal Liaison Responsibilities
- Asset Protection and Property Management/Development
- Economic Development and Business Opportunity Exploration

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With regard to support of and interactions with the Board of Directors, this role also includes:

- Supporting the Board through provision of relevant information,
- Providing monitoring and metrics information to demonstrate organizational achievement of Board policy,
- Board support including engaging in healthy exploratory dialogue with the Board.

The TBIAA President & CEO serves as the senior public spokesperson for the organization.

See Appendix 1 of this Candidate Information Package for the detailed President & CEO Position Description.

Candidate Qualifications

The candidate for this position should have achieved a Bachelor's degree in Business Administration or equivalent field. The candidate should also have 5-7 years' experience at a related senior position which may or may not be directly in the air services sector.

Life and Opportunities in the Thunder Bay Community – Why Move Here?

Thunder Bay, Ontario, Canada – a hub for people, business, and culture. Discover a small city with big possibilities.

MEDIAN PRICE SINGLE-DETACHED HOME AS AT AUG. 2023
$350 K

We encourage you to consider coming to the hub of Northwestern Ontario, an amazing place to live, work, and engage. People come to Thunder Bay for the affordability of small city living, the thrill of the big city possibilities, and the bonus of a superior lifestyle.

Thunder Bay is filled with people who are outdoorsy types with a passion for getting back to nature every chance they get. It is no wonder given the majestic rolling mountains, magnificent boreal forests, and Lake Superior – are a mere stone's throw away. People can climb to one of the highest points in the province, sail in the world's largest freshwater lake, explore historic sites and indulge in culinary delights. The area around Thunder Bay has been a top destination for anglers for well over 100 years. The city of Thunder Bay has 56 km of multi-use trails and 42 km of bike and shared lanes; the area has hundreds more.

56 km
MULTI-USE RECREATIONAL TRAILS

From the rich cultural heritage of the Indigenous people and the early days of the European fur trade, to the golden age of mining and forestry, Thunder Bay is steeped in history dating back centuries. Built on traditional lands of Fort William First Nation, signatory to the Robinson-Superior Treaty of 1850, and on historic Métis settlements, Thunder Bay offers an amazing lifestyle.

2 HOSPITALS

Thunder Bay has a very active and vibrant arts and culture community. The Arts and Heritage Awards showcase Thunder Bay's world class local talent. The city has an extraordinary art collection and features wonderful galleries, museums, and concert halls, including the Thunder Bay Art Gallery, Thunder Bay Community Auditorium, Magnus Theatre, Trinity Hall, and Fort William Historical Park to name a few.

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The vitality of Thunder Bay's arts and heritage community is celebrated through a variety of performances, programs, exhibitions, festivals, and events year-round. The Thunder Bay Symphony Orchestra is an extraordinary group of professional musicians who nurture artistic integrity and excellence. From provincial and national sporting championships, to the Blues Festival, symphony concerts, National Aboriginal Day and Festa Italiana, Thunder Bay loves to the celebrate the best of music, culture, and sport.

11 GOLF COURSES

Prince Arthur's Landing at the Thunder Bay Waterfront is an area filled with year-round excitement and fun. Steps away from the shore you will find the Waterfront District which is home to dozens of shops, restaurants, bars and more. Eleven (11) golf courses exist in the Thunder Bay area. An impressive variety and world-class quality courses attract enthusiasts from around the globe. Lush fairways, rich challenging greens and captivating wildlife viewing opportunities are par for the course! Thunder Bay is a great place to walk around and explore. It's home to some of the most beautiful architecture, interesting buildings and unique public art installations.

129 CITY PARKS

Tbaytel Public WiFi is free for everyone in the neighbourhood. Tbaytel makes it easy for everyone in the neighbourhood to stay connected with over 200 free WiFi hotspot locations. From hockey arenas, pools, healthcare clinics, the airport, local businesses, Prince Arthur's Landing at Marina Park and more, our Public WiFi network is constantly expanding, which means it's available in more of the places you like to go.

Thunder Bay is a 'sports town' and there is always a game on. The city is well known for promoting and hosting all levels of sporting events including national and international competitions. Thunder Bay is proud to be the home to the largest number of outdoor rinks and professional hockey players per capita in Canada. Thunder Bay is home to championship winning sports teams; for example, the Lakehead Thunderwolves and the Thunder Bay North Stars. These are just a few examples of other major sporting events held in Thunder Bay:

4 MAJOR SPORTS TEAMS

- U18 World Baseline Championship,
- Canadian National Alpine Ski Championships,
- Cross Country Canadian Ski Nationals,
- U Sports/Curling Canada University Championships,
- Scotties Curling, and the National Paralympics.

The winters here can be quite chilly and snowy. But that is exactly why Thunder Bay is one of Canada's best winter destinations. Curling, dog sledding, fat-wheel biking, snowshoeing, ice climbing, ice fishing are just a few outdoor activities to enjoy. In the winter months, people will have opportunities to explore and ski over 120 kilometres of groomed trails in the scenic wilderness of Lake Superior's northern shore region. Whether you are looking for a family outing with the comforts of a chalet or the challenge of a backcountry trek or skidoo ride in a wilderness setting, Thunder Bay and Northwestern Ontario have much to offer cross-country skiers and snowmobilers.

Over 100 RESTAURANT AND EATERIES

The word of Thunder Bay's remarkable food and drink scene is spreading across North America. The message is clear – if you love food, visit Thunder Bay. The variety of dishes found in Thunder Bay will impress foodies from any major centre. Award-winning chefs collaborate with regional producers, while international cuisines, unique culinary events, and an exceptional selection of local craft beers have all combined to reinvent Northern flavours. Thunder Bay is home to 5 breweries including Sleeping Giant Brewing Co., Dawson Trail Craft Brewery, Lakehead Beer Company, Prospector Brew House, and One Time Brew Co.

5 LOCAL BREWERIES

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Thunder Bay has excellent primary and secondary educational opportunities with 38 elementary schools, 3 middle schools, 5 secondary schools, 2 private schools, a university, 2 colleges, a medical school, law school, and an aviation program. Lakehead University and Confederation College attract students locally, nationally, and internationally.

Thunder Bay is a diverse and modern economy with endless natural resources, entrepreneurial SMEs and world-leading research capabilities. Research and innovation are revitalizing our traditional forestry and mining industries, while science and technology are creating high-growth opportunities in health and education sectors. The high levels of creativity and innovation among local entrepreneurs has also resulted in small business clusters, and the emergence of thriving new sectors in local food, agriculture and tourism.

2,121
HOURS OF SUNSHINE EACH YEAR

As a regional exploration hub, mining is big business in Thunder Bay. Thunder Bay is seen as the "next mining powerhouse". With six mines currently in production in Northwestern Ontario and 15 major projects in the mineral development pipeline over the next decade, Thunder Bay is poised to build on the economic spin-off opportunities. Hundreds of Thunder Bay residents work in mining and over 400 Thunder Bay mine service and supply companies support mining. The mining focus is diverse in the area including, but not limited to, gold, palladium, and lithium.

Located in the centre of Canada and with close proximity to the United States, Thunder Bay is the regional capital of Northwestern Ontario. The city sits on the shores of Lake Superior - the world's largest freshwater lake - and is a natural gateway by seaway, road, rail and air to western Canada. With a multimillion-dollar waterfront, downtown revitalization, a new generation of creative entrepreneurs, global transport connections, epic outdoor adventures, a mix of global cultures and a balanced quality of life, Thunder Bay is one of Canada's top emerging cities.

Additional Information and How to Apply

Key Date
Applications are due to be submitted to our Search Consultants by Tuesday, November 30, 2023. The TBIAA will continue to review applications until the best candidate has been found. Following a long list meeting of the Selection Committee, in December, successful candidates will be invited to attend preliminary interviews with TBIAA in early January 2024.

How to Apply
In order to apply, please submit a comprehensive curriculum vitae/resume along with letter of introduction with rationale for the application which sets out your interest in the role and encapsulates the aspects or your experience relevant to the required criteria. Please also include the names of three (3) references (who will not be contacted without the consent of the candidate).

Please submit your application package electronically in confidence to TBIAA's Executive Search Consultants (Meridian Edge Consulting) at: meridianexecutivesearch@meridianedgeconsulting.com.

Your Personal Information
TBIAA and our executive search firm respect the privacy and the confidentiality of the personal information provided to us in context with this executive search. This is a fundamental value in building trust with candidates. We are committed to keeping your information secure and managing it in accordance with our legal responsibilities and the Personal Information Protection and Electronic Documents Act ("PIPEDA") in Canada.

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By providing us with a copy of your resume and any subsequent personal information directly or from third parties on your behalf such as references, you understand that it has been furnished with your consent for the purpose of applying for the TBIAA CEO position.

Equal Opportunity
The Thunder Bay Airports Authority Inc. is committed to employment equity and diversity in the workplace; we welcome applications from women, racially visible individuals, people with disabilities, indigenous peoples, and LGBTQ+ persons.

Contact Details
For a conversation in confidence, please contact our Executive Recruitment Firm:
Karen Fryday-Field, CEO and Senior Consultant
Email: kfryday-field@meridianedgeconsulting.com
Cell Phone: 519-671-2510

Or alternatively:
Jeff Fryday, Senior Consultant
Email: jfryday@meridianedgeconsulting.com
Cell Phone: 289-683-1037

Our Commitment to Candidates

TBIAA is looking for a talented leader. Our executive recruiters will be approaching people related to this opportunity. We also invite potential candidates to reach out to our recruitment consultants at meridianexecutivesearch@meridianedgeconsulting.com. Our approach will include:

- Considered analysis of your application package in relation to this President & CEO role and where we think there is a strong possible match, we will pursue the application – we recognize candidate time is valuable and we won't waste yours.
- Featuring your candidacy to be as strong and relevant as possible.
- Treating your personal information with discretion based on your confidentiality expectations.
- Being inclusive, open and fair-minded, and diligent/responsive.
- Keeping you informed, communicating results quickly and giving honest feedback as requested.

We will be open to discussing the process steps along the journey.

APPENDICES

- Detailed President & CEO Full Job Posting
- Abbreviated Job Posting
- President & CEO Position Description Policy

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The Thunder Bay International Airports Authority Inc. is seeking a President & Chief Executive Officer

WHO ARE WE LOOKING FOR?

- A **creative**, energized, wholistic leader
- A **business developer** committed to enhancing both excellence and the bottom line
- A **leader passionate about people**, the community, and growing safe air access to the Northwest Region

Every day in Thunder Bay hundreds of people fly in and out of the Thunder Bay International Airports Authority Inc. (TBIAA), an ultra modern, safe, attractive, and well-equipped airport. This airport has a strong track record in air safety, air services innovation, regional economic development, and community engagement. The current CEO is retiring after many years of effective leadership and significant achievement at the airport.

TBIAA is the private, non-shareholder corporation responsible for the operation of theThunder Bay International Airport. TBIAA receives no government funding for the operation of the Airport. The airport serves as an international hub connecting Northwestern Ontario across Canada and the world. Economic activity related to the airport has been estimated to be approximately $650 million dollars in GDP annually including over 5000 jobs in the region. Thunder Bay Airport (YQT) has a history of actively growing passenger volumes.

The TBIAA Board of Directors is seeking an outstanding leader to achieve the purpose of TBIAA. The airport authority operates under a policy-driven governance model and the new President & CEO (CEO) will be accountable to the Board of Directors to meet the Critical Outcomes/Results Policies established by the Board. Responsible for enhancing safe air services, the new CEO will provide sound leadership of the airport, working closely with a dynamic, capable staff team to deliver and foster best practices. This leader will be accountable for continuing to manage the financial affairs of the airport and to strengthen and build the bottom line ensuring that practices and services are in compliance with regulatory requirements. The CEO will build trusted relationships with the public, travellers, staff, the Board, the business community, air service partners, our northern community partners, the government, and other key stakeholders.

As the ideal candidate, the CEO will bring a minimum of a bachelor's degree or equivalent in a relevant field and a track record of success in a senior executive role with evidence of an innovative, results-oriented, collaborative approach. Experience in the air industry is preferred but not required. The candidates, for this position, should be known to be effective leaders who build a culture of trust, equity, inclusion, excellence, and respect.

Leveraging superior communication skills, the CEO will be able to demonstrate they can establish strong relationships with diverse stakeholders, thrive in a complex environment, embrace challenges, and strive for positive change. With an understanding of the air services sector and relevant regulation, the CEO will stimulate regional business development. Ideally the CEO candidate will have experience in policy-driven governance and creating high performing organizations.

The successful candidate will be a creative thinker and strategic leader with outstanding communication and interpersonal skills, a dedication to excellence in airport safety, a commitment to positive traveler experience, and the leadership ability to guide the people and affairs of the overall airport authority. Candidates must have a thorough grasp of contemporary issues, experience and awareness for the role of economic development, a collegial working style, and the ability to represent the interests of the airport with both internal and external stakeholders.

TBIAA is committed to equity in its policies and practices. TBIAA promotes diversity in the workplace by encouraging applications from all qualified individuals. In accordance with the Accessible Canada Act, 2019 and all applicable provincial accessibility standards, upon request, accommodation will be provided by both TBIAA and Meridian Edge Consulting throughout the recruitment, assessment, and selection processes to applicants with disabilities.

Please find the Candidate Information Package on Meridian Edge Consulting's website at Executive Recruitment.

The TBIAA Search Committee will begin considering potential candidates immediately and will continue until the role is successfully filled. Applications should include a letter of introduction, with rationale for the application, curriculum vitae, and the names of the three references (who will not be contacted without prior consent of the candidate).

This application package should be submitted electronically in confidence to TBIAA's executive search consultants at meridianexecutivesearch@meridianedgeconsulting.com by: Thursday, November 30, 2023, at 5:00 pm EDT.

The Thunder Bay International Airports Authority Inc. is seeking a Business Developer and Passionate Leader to be New TBIAA's President & CEO

The Thunder Bay International Airports Authority Inc. (TBIAA) runs a busy and ultra modern, safe, attractive, and well-equipped airport. This airport has a strong track record in air safety, air services innovation, regional economic development, and community engagement. The current CEO is retiring after many years of effective leadership and significant achievement at the airport.

The TBIAA Board of Directors is seeking an outstanding leader to achieve the purpose of TBIAA and to report to the Board accordingly. The airport authority operates under a policy-driven governance model and the new President & CEO (CEO) will be accountable to meet the Critical Outcomes Policies established by the Board. Responsible for enhancing safe air services and building related economic development growth, the new CEO will provide sound leadership of the airport, working closely with a dynamic, capable staff team to deliver and foster best practices.

This leader will be accountable for continuing to manage the financial affairs of the airport and to strengthen and build the bottom line ensuring that practices and services are in compliance with regulatory requirements. The CEO will build trusted relationships with the public, travellers, staff, the Board, the business community, our northern community partners, the government, and other key stakeholders.

TBIAA is committed to equity in its policies and practices. TBIAA welcomes diversity in the workplace by encouraging applications from all qualified individuals. Applications should be submitted by November 30, 2023, and include a letter of introduction with rationale for the application, curriculum vitae, and the names of the three references (who will not be contacted without prior consent of the candidate). The application package should be submitted electronically in confidence to TBIAA's Executive Search Consultants at meridianexecutivesearch@meridianedgeconsulting.com by: Thursday, November 30, 2023 at 5:00 pm EDT.

Please find the Candidate Information Package on Meridian Edge Consulting's website at Executive Recruitment.

THUNDER BAY AIRPORTS AUTHORITY INC.
BOARD OF DIRECTORS POLICY

POLICY TITLE: PRESIDENT & CEO POSITION DESCRIPTION	**POLICY SECTION**: BOARD –PRESIDENT & CEO RELATIONSHIP	**POLICY NO**: BG-7
APPROVED BY: BOARD **DATE APPROVED:** OCTOBER 29, 2009	**FREQUENCY OF REGULAR BOARD POLICY REVIEW and MONITORING OF BOARD COMPLIANCE/ACHIEVEMENT:** EVERY 3 YEARS	
DATE OF LAST REVISION: JULY 26, 2022	**DATE OF LAST POLICY REVIEW and MONITORING OF COMPLIANCE/ACHIEVEMENT:** POLICY REVIEW: POLICY MONITORING:	

BACKGROUND

In keeping with the Thunder Bay International Airport Authority (TBIAA) Board's Governing Style Policy, the CEO has the responsibility for accomplishing specified organizational Ends (results) within the specified Executive Limitations established by the Board.

This also includes those other duties customarily attendant to the position of CEO and such other duties and responsibilities as may be assigned to the CEO from time to time by the Board.

The purpose of this policy is to define the job description of the CEO.

POLICY

The CEO is responsible for the leadership and management of the affairs of TBIAA in accordance with legislation, letters patent, bylaws, and policies set by the Board of Directors. The CEO creates an organization and an environment that aligns with TBIAA Ends Policies and the shared vision for the future.

The CEO must have knowledge, skills, and abilities to:

1. Interpret the Board's Ends policies (mission, strategic vision, high level Ends Policies (results), and through strategic awareness, of the environment, transform these into realizable management initiatives and results.
2. Provide information and insight to assist the Board in policy decision-making.
3. Be committed to providing the Board with regular, accurate and effective monitoring information pertaining to the assessment of achievement of the Ends Policies within Executive Limitations Policies.

REPORTING RELATIONSHIP

Reports directly to the Board of Directors as a whole.

POLICY TITLE:	POLICY SECTION:	POLICY
CEO POSITION DESCRIPTION	BOARD –PRESIDENT & CEO RELATIONSHIP	**NO**: BG-7

DESIRED QUALIFICATIONS

1. Degree in business administration or equivalent field.
2. 5-7 years related experience at a related senior position.
3. Strategic focus and broad managerial competence.
4. Highly developed leadership qualities.
5. Airport management sector expertise, preferably with economic development experience.
6. Demonstrated ability to comply with statutory regulations.
7. Ability to recruit, motivate, empower, and retain outstanding staff, combined with a strong commitment to professional development.
8. Integrity, openness, and an ability to engender trust in interpersonal relationships.
9. Highly effective communication skills and interpersonal skills.
10. Proven ability to execute a plan with demonstrated expertise in leadership on both an internal and external basis.
11. Proven track record of managing organic growth.
12. Knowledge and experience in leading within the Policy Governance® Framework.

ORGANIZATIONAL ACCOMPLISHMENT OF THE ENDS POLICIES

1. Achievement of Results / Planning

1.1. Participates with the Board in developing the Board approved Mega Ends, Vision, and High-Level Ends (results) Policies and contributes to a dynamic long-range planning process at the Board level.

1.2. Ensure that the company has clear financial objectives (results) and that all employees are clear on their role and deliverables to achieve reasonable profit goals.

1.3. Provides direction in establishing and maintaining a long-term strategic plan which flows from the Ends Policies established by the Board. This plan sets out a future detailed vision of TBIAA, operational definitions, specific goals and milestones, and a strategic management agenda for success of achievement of the desired results within the boundaries of executive authority.

1.4. Provides insight to members of the Board in anticipating, identifying and addressing issues of concern in the airport sector. Builds understanding and consensus among the members of the Board, the government and constituent groups as to directions to be taken by TBIAA.

1.5. Provides leadership to the employees of TBIAA in order to capitalize on the full potential of this critical resource. In doing so, stimulates, motivates, guides and directs all those staff to work in unison to contribute fully to the realization of TBIAA's Mega Ends and desired results. This requires that the CEO ensure the involvement of staff in the development and delivery of airport and economic development.

1.6. Recommends revisions to the Ends Policies (desired results) established by the Board in order to meet the changing needs of the community and in recognition of emerging developments in the airport sector.

1.7. Ensures that environmental scanning and market analysis is a regular part of business planning and that airport service offerings remain relevant to the needs of the community and customers. Service excellence remains the hallmark of service delivery at TBIAA.

ORGANIZATIONAL ACCOMPLISHMENT WITHIN THE BOUNDARIES OF THE EXECUTIVE LIMITATIONS POLICIES

2. Leadership and Management of Staff

2.1. Human resources planning for TBIAA within the boundaries of Executive Authority set by the Board.

2.2. Maintains and enhances an organization structure for the staff of TBIAA that directs critical human resources towards accomplishing TBIAA's Ends and related operational objectives.

2.3. Employs, within budget, the staff, contractors, and/or consultants necessary to achieve the TBIAA desired results approved by the Board.

2.4. Establishes progressive policies and programs that meet the needs of employees and enables TBIAA to attract and retain staff in order to achieve the full potential of its human resources.

2.5. Maintains a clear definition of the responsibility and expected results of each employee including clear position descriptions with measurable performance objectives / results. Staff understand the roles of management, the Board, and labour and how each contributes to the success of the airport.

2.6. Leads and motivates the staff.

2.7. Creates a system of measurement of employee performance to ensure the accomplishment of TBIAA's goals and objectives.

2.8. Ensures the provision of effective staff and volunteer training and development opportunities within the approved budget.

2.9. Develops and implements effective succession planning and leadership development throughout the organization, to ensure the continued effective performance of TBIAA over time.

2.10. Arranges for at least one other senior staff member to be aware of and able to manage corporate affairs in the event of the sudden absence of the CEO requiring an emergency succession plan.

2.11. Develops salary ranges and the salary / benefits budget within the boundaries of Executive Authority set by the Board.

3 Services and Products

3.1 Ensures that quality services and products meet the policies established by the Board and that all services operate effectively and efficiently within the approved budget envelope.

3.2 Ensures that appropriate policies are set and followed for keeping appropriate records for services provided.

3.3 Continually evaluates the methods of service delivery to ensure they are meeting the needs of the community and customers and that services are consistent with the Board established Ends Policies

3.4 Leads TBIAA in building and sustaining appropriate partnerships directed toward pursuing effective and efficient services and economic development.

3.5 Explores and creates, as appropriate, opportunities to develop or expand lines of business and economic development while maintaining TBIAA's hallmark commitment to high quality services and products and while avoiding any conflict of interest.

3.6 Increases TBIAA's capacity by developing new strategies for facilities planning, and staff recruitment and retention.

4 External Environment

4.1 Actively communicates and promotes TBIAA's role, aspirations, and interests to consumers and the community and develops effective relationships with all stakeholders and organizations sharing common interests with TBIAA. Engages the Board of Directors appropriately where political relationships are being developed.

4.2 Works closely with advisors to keep up to date on developments in the airport sector in order to ensure TBIAA has the best possible information to respond to emerging market issues.

4.3 Devises and implements strategies to ensure stable levels of gross revenue and profit within a highly competitive environment.

5 Financial and Administrative Management

5.1 Development and implementation of effective financial and administrative systems and ensures the effective utilization of the financial resources of TBIAA within the Policies established by the Board.

5.2 Devises and implements strategies to ensure stable revenue levels within a highly competitive environment. Seeks and obtains, where possible, new funds from governments at all levels and from other bodies for use in achieving the Board approved Ends.

5.3 Develops and presents the annual budget in the context of initial Board input to the macro budget assumptions and a running 3-year forecast and plan, for discussion with and support by the Board of Directors.

5.4 Within the limits of Executive Authority and the other Board policies, ensures effective financial controls within the approved budget.

5.5 Provides accurate and understandable financial reports to the Board of Directors.

5.6 Ensures management of capital investments in accordance with Board policy. Liaises with the Board Treasurer in this regard.

5.7 Ensures effective utilization of cash flow to produce maximum financial benefit.

POLICY TITLE:	POLICY SECTION:	POLICY
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6 Legal Responsibilities

6.1 In accordance with all legal requirements, the Constitution, the Bylaws, and Board Policy.
6.2 Seeks advice from TBIAA's designated legal Counsel on legal matters.
6.3 Monitors legislation which could affect TBIAA in consultation with Legal Counsel, the Board, and makes recommendations where appropriate.

7 Asset Protection / Property Management

7.1 Ensures all legal, airport safety, security, health and safety, and fire requirements and regulations are met.
7.2 Ensures that there are periodic assessments of the adequacy and suitability of physical facilities and equipment.
7.3 Monitors legislation affecting the TBIAA's property and recommends action when necessary.
7.4 Develops and implements ongoing capital repairs and improvements plan within limits of Executive Authority.
7.5 Develops and implements an ongoing maintenance plan.
7.6 Conducts an annual insurance review.
7.7 Ensures there is a current inventory maintained of all TBIAA equipment and assets.

SUPPORT OF AND INTERACTION WITH THE BOARD OF DIRECTORS

8 Board Information

8.1 Ensures the Board receives all the information necessary to properly exercise its governance responsibilities as outlined in the Board Information Policy.
8.2 Upon the appointment of each new Board Member, the CEO supports the Board as it provides new members with the appropriate background information and orientation on TBIAA and the general issues facing the airport sector.

Board Monitoring

8.3 Keeps the Board regularly appraised of performance towards the Ends (desired results) and the achievement of the CEO Ends Interpretation (business plan, milestones, strategic plan) by complying with the Board Monitoring Policy.

Board Support

8.4 Supports lively and healthy debate at the Board regarding strategic business Ends (results).
8.5 Actively works to capitalize on the collective and unique strengths that the Board and individual Board Members bring to the airport.
8.6 Attends Board meetings and liaises with or ensures appropriate liaison and meeting support for Board Committees and/or Task Forces as requested by the Board.

POLICY TITLE:	POLICY SECTION:	POLICY NO:
CEO POSITION DESCRIPTION	BOARD –PRESIDENT & CEO RELATIONSHIP	BG-7

8.7 Supports the Board and its committees by providing the resources required to fulfill their responsibilities.

8.8 Works collaboratively with the Board, to profile the Board's efforts in the community in order to contribute to effective Board linkage.

8.9 Works with the Board Chair to coordinate and ensure the effective functioning of the Board, including organizing agendas and supporting the Board's linkage with owners' processes.

8.10 Provides concrete 'backgrounder' information to the Board Chair on key issues on an ongoing basis and as requested to equip Board Chair as governance spokesperson.

Senior Public Spokesperson

8.11 The Board delegates to the CEO the responsibility of senior public spokesperson for TBIAA. (Note: The Board Chair is the spokesperson for the Board on governance issues).

8.12 The CEO will engage the Board in relevant business, political, and community meetings and discussions (e.g., the Board is invited/expected to contribute to business relationships including when Boschang visits from Switzerland).

Note: Core competencies are outlined in Appendix A

APPENDIX A – CORE COMPETENCIES

Highly Developed Leadership Qualities

- Be a sincere leader whose executive presence and credibility will naturally influence others who work with him/her because they are made to feel appreciated and respected
- Be a hands-on executive who is committed to having a deep personal understanding of all aspects of the Company's business, as well as a strong interest in the businesses of the airport's clients
- Must truly understand and embrace the concepts of the Policy Governance Model and be able to help "carry the flag" for its successful implementation
- Have unquestionable integrity; be known for fairness and ethical behavior
- Share an infectious passion for work, moderated by a healthy sense of humour
- Be confident and self-aware; know his or her own strengths and how to compensate for weaknesses
- Must be able to quickly grasp the challenges and opportunities and articulate the direction in a way that key executives and all employees can act upon

Low Risk-Aversion

- Able to take and manage appropriate risks and use them to the organization's advantage.
- Can venture into the unknown and allow the organization to take steps to manage change.

Business Acumen

- Knowledgeable about trends, practices, and policies affecting the industry and business
- Has firm understanding of competitors and a good grasp of effective strategies and tactics that work in the marketplace

Visionary

- Creates and communicates a compelling and inspired sense of core purpose
- Leads on the vision of the future, not the reality of today
- Can sift through vast amounts of information, solicit opportunities and possibilities, and communicate effectively to others

Flexibility

- Able to adapt to dynamic environments with ease and speed and thrives on change
- Can cope with and embrace change and use it to advantage
- Able to act without having the total picture

Strategic Planning and Agility

- Can see ahead clearly and anticipate consequences and trends accurately, has broad knowledge and perspective; articulates vision, possibilities, strategies and plans
- Establishes clear and challenging goals
- Develops and balances short and long range plans
- Develops effective strategies which fit with the environment, the Board's vision, the Ends policies,
- and the capabilities of the organization
- Effective responses to local and regional market opportunities
- Creates new market demand and effective exploitation of market needs
- Successful judgment of when to get in and out of aviation, related and non-related businesses and Partnerships
- Generates innovative ideas, approaches, and solutions
- Creates contingency plans
- Focuses team efforts on the most effective strategies

Communicator

- Relates well to all kinds of people, up, down, and sideways, inside and outside the organization
- Able to influence and stimulate others, and build constructive relationships with others
- Promotes and uses candid and open communication
- Effective communication and working relationships
- Listens effectively
- Persuades and positively influences staff, the management team, and the Directors
- Provides correct and consistent information
- Uses appropriate channels of communication
- Is known for sound judgment, candor, transparency, and for communicating with clear messages

Motivator

- Able to inspire and motivate others
- Communicates and sells the vision and the future
- Charismatic and persuasive
- Be known for engaging others through listening and genuinely being open to new ideas

Continuous Learner

- A quick, relentless, and versatile learner
- Can analyze both successes and failures and learn from the experience
- Is open to and respectful of an exchange of ideas with the Board of Directors, including questions, concerns, and recommendations

Negotiator

- Able to develop the appropriate labour negotiations mechanism and appoint the appropriate team to result in positive outcomes for labour relations, dispute resolution, and contract negotiations

Highly Developed Interpersonal Skills

- Must be intelligent, articulate and confident, but not arrogant
- Must be comfortable interacting directly with airport clients; gaining their trust through sincere empathy and being immediately responsive to their needs
- Must have an executive presence and be credible; people should want to work for him/her because they know he/she appreciates and respects the values at TBIAA
- Must have a high degree of emotional intelligence to truly understand how people work and how to motivate them; must be able to quickly build relationships of trust while maintaining objectivity and be the standard bearer of moral behavior

Client Focused

- Builds client confidence
- Is committed to increasing client satisfaction
- Sets achievable client expectations
- Ensures commitments to clients are met
- Builds a strong network and relationship with airport clients

Problem Solver

- Anticipates and recognizes potential problems
- Capable of defining and solving challenges
- Determines the cause of problems before facilitating solution building
- Inspires people to overcome obstacles to meet or exceed goals and objectives

Quality

- Shows a commitment to quality and excellence
- Inspires people to strive for excellence
- Sets team expectations, accountabilities, and standards

Team Building

- Builds the TBIAA team with diverse skills and strengths
- Provides regular feedback and coaching
- Fosters professional development
- Is an impartial and fair leader
- Develops shared sense of purpose
- Encourages and motivates people
- Defines roles and responsibilities clearly
- Delegates work wisely and effectively
- Stimulates an enjoyable, challenging work environment
- Takes a collaborative approach to management
- Engages, as appropriate, senior managers to assist with presentations to Board
- Monitors performance and makes appropriate changes

A Proven Ability Execute the Plan

- Have a track record of successfully implementing operational plans and driving performance through a comprehensive set of accountabilities
- Be attentive to operational and financial details
- Be a well-organized, disciplined planner with solid communication skills
- Have a strong balance of both strategic and operating skills
- Must instinctively believe that execution success at TBIAA begins with a sophisticated understanding and interest in air related industry customers and related business partners
- Must be creative to figure out how best to leverage the expertise of TBIAA with new services, partners, and business development

Thunder Bay Airport

CEO Recruitment Package

www.tbairport.on.ca