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Date December 12, 2022 **Report No.** 2022-739

To Chair and Members
Brantford Municipal Airport Board

From Sara Munroe
Director of Economic Development, Tourism & Cultural Initiatives

1.0 Type of Report

Consent Item ☒ [X]
Item For Consideration ☐ []

2.0 Topic December 2022 Real Estate and Facilities Report [Financial Impact: None]

3.0 Recommendation

THAT Report 2022-739 titled December 2022 Real Estate and Facilities Report BE RECEIVED.

4.0 Background

This report has been prepared to update the Brantford Municipal Airport Board on Real Estate and Facilities-related items.

5.0 Analysis

5.1 Municipal Restructuring

In February 2022, Brantford City Council approved a corporate-wide restructuring, which included the operations of the Brantford Municipal Airport being assigned to the Real Estate Division. In September 2022, the Real Estate Division moved from the Legal Services Department to the

Economic Development, Tourism & Cultural Initiatives Department. At this time, the operations, including leasing, of the Brantford Municipal Airport, moved into the responsibility of the Real Estate Division of the Economic Development, Tourism & Cultural Initiatives Department. Facility maintenance will continue to be overseen by the Parks and Facilities Services Department.

In December 2022, clerking of the Brantford Municipal Airport Board meetings also moved from the Parks and Facilities Services Department to the City of Brantford Clerks Department, with the Real Estate Manager as the staff liaison to the Committee.

5.2 Land Purchase and Land Lease Proposals

Interest and enquires for leasing and or purchase of airport lands continues to be received by City staff.

Economic Development, Tourism & Cultural Initiatives Department staff has met with several different groups that have expressed interest in leasing or purchasing land at the airport for development of aviation type uses.

Staff's response to all enquires has been that upon completion of the visioning exercise and review of existing conditions at the airport (further explained in section 5.1.1 of this report), a strategic plan will be completed to help guide potential growth at the airport.

5.3 Leasing Update

Tenants: 58 tenants are currently leasing either land or buildings at the Airport.

Rates: Current T-Hangar Rates *2023 Fees and Charges By-law

- \$4,100.88/annum (small size no power, smaller)
- \$5760.96 /annum (mid-size hangar, with power)
- \$8,056.68 (largest hangar with power)
- Vacant Land rate - \$0.48 per square foot.
- Commercial Hangar - \$4.07 square foot.

Arrears: Currently there is \$2,827.08 outstanding for more than 30 days and \$1,565.07 outstanding for more than 60 days and \$364.31 outstanding for more than 90 days.

Vacancies: No vacancies at this time.

Solar Ship Hangar Update: The litigation affecting the Solar Ship hangar has been resolved. Hangar 87 Inc. has purchased the hangar and has entered into a ten year lease with the City.

5.4 Budget Update

The operations of the Brantford Airport are within normal variances for year-end.

Staff submitted early fees and charges for approval in fall 2023, which were approved by Council in July 2022 (Report 2022-620). Budgets, which reflect these 2023 rates, have been submitted to the Finance Department for Council consideration in the new year.

5.5 Economic Development Strategy

Brantford is in a period of rapid growth, having been designated as one of 25 Urban Growth Centres in the province's "Places to Grow – Growth Plan for the Greater Golden Horseshoe" report and one of Canada's "Best Locations" in 2022 according to *Site Selection Magazine*. Brantford offers a great quality of life to those looking for an alternative to big-city expense, traffic congestion, noise and crowding without even leaving the Golden Horseshoe. Just a little more than 100 kilometres west of Toronto, this community of just over 100,000 people provides affordable housing options, enviable natural and recreational amenities, a charming and historic downtown and a thriving art, culture and food scene. The City aims to become a fully integrated community of choice for residents, businesses, students and visitors by emphasizing our high quality of life. Our vibrant public spaces, amazing urban amenities and accessible natural features, including 70km of trails winding along the Grand River, a Canadian Heritage River, are at the core of the community. The City's diverse and creative labour talent, underpinned by expanding post-secondary institutions, including Wilfrid Laurier University and Conestoga College, is why many businesses choose to call Brantford home.

In October 2023, the City of Brantford published a Request for Proposals for an updated 7-year Economic Development Strategy (EDS) that will serve as a unifying and guiding vision, and spur a clear action plan for the City to support a sustainable economy. The EDS will be structured to identify a compelling vision of the future, and build out as a guide to achieving that vision. The proposal deadline was in November 2022 with reviews happening in December 2022. The proponent will be selected by early January 2023.

The project is comprised of the following major components:

- An updated community profile based on historical, current and future demographic and socio-economic trends;
- A comprehensive competitive analysis of Brantford's economy and sub-economies including sectoral/industrial trends, growth sectors and composition as well as key economic drivers;
- An updated EDS and accompanying implementation plan created through an inclusive and collaborative process aligned with current corporate strategies and founded on economic development best practices;
- A detailed work plan reflecting potential partners, actions/initiatives with short, medium and long term timelines and performance measures;
- An overview of technical and financial assistance avenues that support the planning and implementation of actions/initiatives of key priority items;
- An examination and pertinent recommendations to address the municipality's shortfall of employment lands;
- An examination of the municipality's continued role in the development of recently acquired employment lands;
- An examination of the municipality's role in sustainable economic development to foster economic growth while preserving the quality of the environment for future generations;

- An examination of the municipality's role in labour force development and recommendations on creative solutions to address the nation-wide labour crisis;
- A review of the Economic Development, Tourism and Cultural Initiatives Department's service delivery model and applicable recommendations moving forward with strategy deployment and implementation; and
- An examination on the roles/actions of City Council in the economic development context and in supporting the strategy moving forward.

It is expected that this Economic Development Strategy will be entirely unique to Brantford to accurately reflect the community's diversity.

5.5.1 Vision for the Brantford Municipal Airport

At its meeting on May 24, 2022 Brantford City Council approved the Brantford Municipal Airport Board's recommendation as follows:

WHEREAS over the last 18 months the Brantford Municipal Airport has been the target of considerable unsolicited interest for new investments from aviation-related corporations and consortiums; and

WHEREAS stakeholders in the future of the Brantford Municipal Airport should have an opportunity to provide input regarding how growth of the Airport is achieved; and

WHEREAS establishing a Vision for the Brantford Municipal Airport through a facilitated consultation process will assist the Airport Board and the City of Brantford to prioritize resources and make decisions in pursuit of that Vision;

NOW THEREFORE BE IT RESOLVED:

- A. THAT the Council of the City of Brantford DIRECT staff to initiate a process to develop a Vision for the Brantford Municipal Airport; and

B. THAT the visioning process be completed before the end of 2022.

C. THAT this process be included and funded as part of the preparation of the Economic Development & Tourism Strategy.

Included in the request for proposals for the Economic Development Strategy was the requirement for the consultant to conduct visioning related to the Brantford Municipal Airport. Consultation must be incorporated into general discussions with the key stakeholders identified by the City of Brantford to gather wider feedback, and must include a separate visioning session with the Brantford Municipal Airport Board, applicable staff and appointed Elected Officials. The visioning session must be completed by March 2023.

This visioning component must include, at minimum:

- A separate internal and external SWOT Analysis with a diagnosis report;
- A review of individual visions through stakeholder consultation;
- An in-person visioning session with the Brantford Municipal Airport Board and applicable staff;
- The development of a collective vision and mission for the Brantford Municipal Airport, noting that this vision and mission must align with the vision and priorities of The Corporation of the City of Brantford and the Economic Development, Tourism and Cultural Initiatives Department;
- The development of a SMART (specific, measurable, achievable, relevant and time-bound) goals;
- Development of core values and guiding principles;
- Recommendations and an implementation plan incorporated into the overall Economic Development Strategy; and

- Review of the demands the vision will place on the City of Brantford and related partners, including:
- Resource requirements (cost, budget, etc.);
- People (adequate resources, additional staff time required, required training); and
- Facilities/Equipment (are existing facilities sufficient? If not, what changes will be necessary?)

5.6 Facilities Update

5.6.1 2022 Project Update

In 2022 the City completed the following projects at the Brantford Municipal Airport:

- A new roof for the East section of Building #190.
- Completion of automated perimeter fence gates.
- Airport Perimeter road - further works has been completed on the perimeter road - gravel has been delivered and graded and trees have been removed, further works will continue in the spring of 2023.
- Hangar door replacement and heating upgrades at Hanger 150.
- Bollard installation to protect gas wells – Hangar #130.
- Installation of Numbering for Emergency Services.
- New Window at Custom Stainless.

5.6.2 Projects Planned for 2023

In 2023, the following projects have either started design and/or will be undertaken at the Brantford Municipal Airport:

- Infrastructure and equipment installations to allow for remote access and programming of automatic gates using the City's IT network.
- Hangar 150 roof replacement and trench drain repairs.
- Add extension to T-Hangar 70.
- Build a new T-Hangar Building.
- T-Hangar paved access drainage improvements.
- Crack Sealing has been scheduled for Spring 2023.

The Airport Hangar Expansion Proposed Site Plan is included as Appendix B for information.

5.7 Airport Management Update

An update from the Airport Manager is attached to this report as **Appendix A.**

6.0 Financial Implications

There are no financial implications associated with this report.

7.0 Conclusion

Airport, Real Estate, and Facilities operations continued as planned throughout 2022. In 2023, staff will endeavor to work with the Brantford Municipal Airport Board as well as other stakeholders on developing a future vision for the Airport.



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Attachments

Appendix A: Airport Managers Report, December 2022

Appendix B: Airport Hangar Expansion Proposed Site Plan

In adopting this report, is a by-law or agreement required? If so, it should be referenced in the recommendation section.

By-law required ☐ yes ☒ no

Agreement(s) or other documents to be signed by Mayor and/or City Clerk ☐ yes ☒ no

Is the necessary by-law or agreement being sent concurrently to Council? ☐ yes ☒ no