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**Date** September 11, 2023 **Report No.** 2023-522  
**To** Chair and Members  
Brantford Airport Board  
**From** Sara Munroe  
Director of Economic Development, Tourism and Cultural Initiatives

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### 1.0 Type of Report

Consent Item   
Item For Consideration

### 2.0 Topic **Draft Vision, Mission, Goals, and Actions for the Brantford Municipal Airport - 2023-522.docx**

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### 3.0 Recommendation

- A. THAT Report 2023-522 entitled, "Draft Vision, Mission, Goals and Actions for the Brantford Municipal Airport" BE RECEIVED; and
- B. THAT feedback on the draft vision, mission, goals and actions BE PROVIDED to McSweeney & Associates.

### 4.0 Background

Prior to the visioning exercise for the Brantford Municipal Airport Board, staff prepared a comprehensive consultation list for the Economic Development Strategy as a whole, including over 500 contacts, as well as a consultation list for the Brantford Municipal Airport specifically. Staff requested feedback from members of the Brantford Airport Board prior to finalizing this list.

Specifically for the Airport, McSweeney & Associates prepared an online survey, which was disseminated via email by City staff to 120 key stakeholders,

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including all members of the Brantford Airport Board, on February 22, 2023; over 30 responses to this survey were received by the deadline.

On March 13, 2023, McSweeney & Associates led a Visioning Exercise for the Brantford Municipal Airport Board. This working session was led by McSweeney & Associates with all comments being documented by the consulting team. The recommendation made by the Brantford Airport Board at that meeting was:

- A. THAT Staff Report 2023-187 titled, “Visioning Exercise for the Brantford Municipal Airport Board,” BE RECEIVED; and
- B. THAT the feedback from the members of the Brantford Municipal Airport Board at the Visioning Exercise on March 13, 2023 BE INTEGRATED into the visioning report and the overall Economic Development Strategy; and
- C. THAT staff and McSweeney and Associates REPORT BACK on the results from the visioning session, which will incorporate feedback from a wider range of community and Airport stakeholders, by Q3 2023.

The following additional consultation was completed, which included questions about the Airport, in order to inform the draft mission, vision and actions:

- Direct emails to over 500 stakeholders.
- Public, online “Let’s Talk Brantford” engagement campaign (920 aware, 598 informed and 141 engaged);
- Onsite engagement with in-person surveying at the Brantford Farmers’ Market;
- 35 one-on-one interviews.
- 53 focus group attendees; and
- 79 Strategic Working Session attendees.

## 5.0 Analysis

Staff received the preliminary vision and mission for the Brantford Municipal Airport on August 1, 2023, and reviewed the recommended goals and actions with the consulting team from McSweeney and Associates on this date.

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Grammatical changes and rewriting for clarity, ensuring the intent of the actions remained, were made by staff at this time.

The preliminary vision, mission, goals and actions were reviewed by the City of Brantford's Senior Leadership Team at their meeting on August 29, 2023.

The updated draft was provided by McSweeney and Associates on August 31, 2023.

## **5.1 Draft Vision**

The draft vision for the Brantford Municipal Airport is: "To be recognized as the premier destination in Ontario for small aircraft services, amenities and flight training."

## **5.2 Draft Mission**

The draft mission for the Brantford Municipal Airport is: "The Brantford Municipal Airport provides private, corporate and emergency service users with a one-stop hub for small aircraft aviation services, amenities and flight training."

## **5.3 Core Values**

The Core Values for the Brantford Municipal Airport are:

1. Ensuring the safety and security of our employees and customers.
2. Dedicated to responsibly overseeing the management of the Brantford Municipal Airport to promote environmental and community well-being as well as economic growth.

## **5.4 Recommended (Draft) Goals and Actions**

There are four (4) Recommended Goals to fulfill the long term vision for the Airport. These goals are as follows:

1. Explore potential partnerships to develop a shared vision and business model for an Aviation Business Park/Aviation Hub.
  - a. Note: Following Goal 1, all subsequent Goals and actions may change depending on the outcome of the possible partnership and related discussions.

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2. Partner with local institutions and flight training schools to deliver aviation training programs at the Brantford Municipal Airport.
  3. Grow existing and attract new revenue sources.
  4. Build public awareness of the Airport.

Explanations for why each of the goals is important is included in Appendix A to this report. Appendix A also outlines the individual actions attributed to each of these draft goals.

## **5.5 Next Steps**

For all goals and actions, a implementation plan, including resources and timelines will be prepared. This will be completed once the vision, mission, goals and actions are finalized and will be incorporated into corporate work plans in order to achieve positive and measurable results.

Pending the completion of the Implementation Plan and review by City staff, the Airport Vision, Mission, Goals and Actions will be presented separately from, and earlier than, the overall Economic Development Strategy (late Q1 2023) in order to accelerate implementation timelines.

## **6.0 Financial Implications**

The scope of the Economic Development Strategy was expanded to include visioning for the Brantford Municipal Airport. This additional scope cost the City of Brantford \$7,350 on top of the Economic Development Strategy capital project. This includes developing a unique public and stakeholder survey, additional interviews, project logistics and support, including prep work, and the visioning session.

## **7.0 Climate and Environmental Implications**

The vision, mission, goals and actions for the Brantford Municipal Airport will not have a direct climate and environmental impact. However, since these draft recommendations will identify ways to increase access and use to the Airport, this may lead to an increase in community emissions.

Per Report 2022-571 titled, “City of Brantford Net-Zero Building Strategy,” that was approved by Council in October 2022, all new Corporate buildings are to be built net-zero or net-zero ready. Net-zero buildings produce as much energy as

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they consume and will therefore not increase Corporate energy consumption or greenhouse gas emissions.

Any new construction on the Airport lands resulting from the approval and implementation of the vision, mission, goals and actions related to the Brantford Municipal Airport will have climate and environmental implications as they will lead to more energy consumption and thus more GHG emissions. Increased capacity or use of the facility will also increase energy consumption and GHG emissions.

Should additional buildings or pavement be added to the property, this will increase the impermeable surface of the area which may contribute to an increase risk of flooding in the area.

Hosting a new event will lead to an increase in waste generation, energy consumption, and consequently, GHG emissions.

## 8.0 Conclusion

As requested by the Brantford Airport Board, and supported by Council, the Visioning Exercise was completed in March 2023. The resulting draft vision, mission, goals and actions are reviewed by staff and are now available for review and comment by the members of the Brantford Airport Board to refer back to McSweeney and Associates for additional consideration.



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Sara Munroe, MMSt, BAH, Dipl. MM  
Director of Economic Development, Tourism & Cultural Initiatives

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