October 21, 2015

Regular Meeting – 1:00 p.m.

Council Chambers – 4th Floor – City Hall

Members:

City Councillor J. Bowman – Wards 3 and 4 (Chair)
Regional Councillor G. Gibson – Wards 1 and 5
Regional Councillor E. Moore – Wards 1 and 5
Regional Councillor M. Palleschi – Wards 2 and 6
Regional Councillor M. Medeiros – Wards 3 and 4
Regional Councillor G. Miles – Wards 7 and 8
Regional Councillor J. Sprovieri – Wards 9 and 10
City Councillor D. Whillans – Wards 2 and 6

(Vice-Chair, Economic Development and Enterprise Services)
City Councillor P. Fortini – Wards 7 and 8
City Councillor G. Dhillon – Wards 9 and 10

For inquiries about this Agenda, or to make arrangements for accessibility accommodations for persons attending (some advance notice may be required), please contact:

Sonya Pacheco, Legislative Coordinator
Phone (905) 874-2178, TTY (905) 874-2130, cityclerksoffice@brampton.ca

Note: Some meeting information may also be available in alternate formats, upon request
Note: Please ensure all cell phones, mobile and other electronic devices are turned off or placed on non-audible mode during the meeting. Committee Members are prohibited from using phones and other electronic devices during meetings except for tablets and laptops used for meeting agenda business.

A. Approval of Agenda

B. Declarations of Interest under the Municipal Conflict of Interest Act

C. Consent

* The following items listed with an asterisk (*) are considered to be routine and non-controversial by the Committee and will be approved at this time. There will be no separate discussion of any of these items unless a Committee Member requests it, in which case the item will not be consented to and will be considered in the normal sequence of the agenda.

(nil)

D. Announcements

E. Delegations

F. Staff Presentations

F 1. Presentation by S. Saeed, Director, Economic Development and Tourism, Office of the Chief Operating Officer, re: Brampton Economic Development and Tourism Office: Mid-Year Update.

G. Economic Development and Enterprise Services
   (Vice-Chair, City Councillor D. Whillans)

G 1. Economic Development

   G 1-1. Discussion re: Formal Corporate Calling Program.
G 2. Office of the Central Area

G 2-1. Report from D. Cutajar, Chief Operating Officer, dated September 24, 2015, re: Peel Memorial Centre for Integrated Health and Wellness (PMC) and Surrounding Precinct Market and Economic Development Opportunity Study – Ward 3 (File CE.x).

Recommendation


G 3. Festivals and Special Events

H. Minutes

I. Other/New Business

J. Referred Matters

Note: In accordance with the Procedure By-law, the Referred Matters List will be published quarterly on a meeting agenda for Committee’s reference and consideration. A copy of the current Referred Matters List for this Committee is publicly available on the City’s website.

K. Deferred Matters

L. Notices of Motion

M. Correspondence

N. Councillors Question Period
O. Public Question Period
   15 Minute Limit (regarding any decision made at this meeting)

P. Closed Session

Q. Adjournment
   Next Regular Meeting: November 4, 2015
Table of Contents

• Economic Development and Tourism Office Services
• Economic And Market Overview
• Established Companies
• Population and Employment
• Brampton Economic Indicators
• Brampton - Construction Value Rankings
• Economic Base – 2015 Brampton Employer Census (Preliminary)
• Construction Activity: New Industrial-Commercial
• Construction Activity: Industrial-Commercial Expansion
• Construction Activity: Non-Residential
• Economic Development and Tourism Office: Stories of Note
• Economic Development Office: Select KPI’s
• Social Media

City of Brampton economy has been performing very well
Canada’s 9th largest City in population
3rd largest City in the Greater Toronto Area (City of Toronto, Mississauga)
Forecast for continued economic growth to 2041
Supply of employment land will play an important role in accommodating future growth
Economic base continues to transform; knowledge employment is growing
Economic Development and Tourism Office Services

Mission Statement
Strengthen Brampton’s outstanding quality of life by encouraging economic growth, innovation and entrepreneurship that enhance the City’s brand and residents’ lifestyles.

The City of Brampton’s Economic Development Office was developed as a “one-stop shop” for business development information and helps businesses build, expand, develop, and start up faster and more efficiently.

We are here to support existing Brampton businesses in their quest for success, as well as to encourage new businesses to set up and soar in the thriving business environment our city has to offer.

Location Services
- Corporate Relocation Services
- Community Information for Employees (Health care, education, daycare, shopping)
- ICI Site Selection Services
- ICI Real Estate Inventory and Costs
- ICI Construction Statistics
- Film and TV Location & Permitting
- Municipal and Utility Services and Costs
- Familiarity Tours of Brampton
- Introduction/Liaison with Municipal Depts

Business Expansion Opportunities
- Networking events to bring businesses together
- Facilitate Strategic Alliances (Match local opportunities with domestic/global needs)
- Recognize, Showcase & Promote Brampton Products, Services, Best Practices
- Promote business celebrations, such as grand openings, anniversaries
- Connect business networks with social media

Services for Business Market Information
- Market Reports
- Local Economic Indicators
- Socio-economic Reports
- Demographic Statistics
- Business Establishment Inventory
- Industry Sector Reports & Profiles
- Labour Force and Occupation Data
- Salary and Benefits Information
- Training Programs & Providers serving Brampton

Micro and SME Advisory Services
- Guidance on Permits, Licences, other requirements
- One-on-one Launch and Growth Counselling
- Business Planning Assistance
- Summer Company Program for Youth
- Start-up and Micro Business Seminars, Workshops, Professional Development Events
- Access to Research Innovation and Commercialization Experts and Programs

Financial Assistance
- Liaison with Federal, Provincial and Municipal Incentives and other Programs
- Access to government programs for business
- Promote and Facilitate City of Brampton Incentives for Brampton Businesses

Facilitation Services
- Key point of contact for businesses at Brampton City Hall
- Support businesses on policy Issues that affect local competitiveness

AND……EVERYTHING IN BETWEEN
Economic Overview

• Highly competitive and successful economic location
• Concentration of infrastructure generates demand
• Economic advantages of proximity to transportation gateways and corridors: Pearson International Airport, 400 series highways, land ports (CN/CP), transit
• Labour force is young, growing, intelligent, multicultural
• Higher education - Home to internationally recognized Sheridan College Centre of Advanced Mfg and Design Technology and Algoma University’s MBA Program
• Industrial sector diversity - creates stability
• Outstanding Community Services – Modern Health Care System (Osler), Police, Fire, Ambulance, Social Services, Parks, Sports, Recreation, Arts and Culture
• Excellent local business support services, networks and resources (BBOT; City of Brampton; Region of Peel)

The City economy contributes $33 billion per year to the GDP, or approximately 10% of the GTA

For further information go to: www.peoplepoweredeconomy.ca
Population in Brampton is expected to have growth of over 40% over the next 25 years.

Employment in Brampton is expected to have growth of over 50% over the next 25 years.

Source: Preliminary forecasts prepared for the City of Brampton by Hemson Consulting Ltd.
### Brampton – Economic Indicators

<table>
<thead>
<tr>
<th>Brampton Indicators</th>
<th>YTD August 2015</th>
<th>YTD August 2014</th>
<th>Variance (15/14)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total New Employment¹</td>
<td>605</td>
<td>1,494</td>
<td>-59.5%</td>
</tr>
<tr>
<td>Total New Business¹</td>
<td>139</td>
<td>140</td>
<td>-0.7%</td>
</tr>
<tr>
<td>Unemployment Rate % (Region of Peel)²</td>
<td>8.5</td>
<td>8.7</td>
<td>-0.2</td>
</tr>
<tr>
<td>Total Construction Value³</td>
<td>$1,934,450,751</td>
<td>$1,313,964,796</td>
<td>47.2%</td>
</tr>
<tr>
<td>Residential Construction Value³</td>
<td>$1,549,191,429</td>
<td>$1,052,382,825</td>
<td>47.2%</td>
</tr>
<tr>
<td>Industrial Construction Value³</td>
<td>$155,709,185</td>
<td>$73,941,425</td>
<td>110.6%</td>
</tr>
<tr>
<td>Commercial Construction Value³</td>
<td>$42,697,229</td>
<td>$101,666,285</td>
<td>-58.0%</td>
</tr>
<tr>
<td>Institutional Construction Value³</td>
<td>$167,172,188</td>
<td>$83,910,601</td>
<td>99.2%</td>
</tr>
<tr>
<td>Housing Resale Activity⁴</td>
<td>6,787</td>
<td>6,048</td>
<td>12.2%</td>
</tr>
<tr>
<td>Average House Price⁴</td>
<td>$487,822</td>
<td>$443,228</td>
<td>10.1%</td>
</tr>
<tr>
<td>Housing Permits (units)⁢</td>
<td>3,793</td>
<td>2,907</td>
<td>30.5%</td>
</tr>
<tr>
<td>Industrial Vacancy Rate % (Q1-2015/2014)⁵</td>
<td>4.8</td>
<td>4.6</td>
<td>0.2</td>
</tr>
</tbody>
</table>

By August 2015, Brampton Economic Development Office recorded 139 new businesses (on par with last year) and 605 new jobs (in 2014, the Air Canada Operations Centre added 400 jobs and two major retail operations opened in the first quarter of 2014 adding an additional 955 jobs to last years employment totals for the same period).

The unemployment rate decreased to 8.5 per cent (from 8.7 per cent in 2014).

Industrial and Institutional construction activity doubled from the previous year, while Commercial construction activity was down.

Source: 2015 Building Permits – City of Brampton; Various sources for new business. Complied by the Brampton Economic Development Office
As of June 2015, the City of Brampton issued building permits valued at $1.2 billion, an increase of 23.9 per cent or $232 million from Q2-2014.

Brampton was the 6th largest construction market in the nation in Q2-2015 matching it’s Q2-2014 ranking.

The total value of building permits rose 210.3 per cent from Q1 to Q2. The increase was attributed to increased construction activity in residential, institutional and industrial.

Brampton’s industrial construction value from January 2015 to June 2015 was worth over $94 million, an increase of over 190 per cent from the same period 2014.

Brampton ranks 2nd nationally in Q2-2015 in the industrial category, up from 9th in Q2-2014.

### Brampton - Construction Value Rankings (Mid Year 2015)

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Construction</th>
<th>Industrial</th>
<th>Commercial</th>
<th>Institutional</th>
<th>Non-Residential</th>
<th>Residential</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NATIONAL RANKINGS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6th Rank</td>
<td>22nd Rank</td>
<td>10th Rank</td>
<td>11th Rank</td>
<td>4th Rank</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TORONTO CMA RANKINGS</strong></td>
<td>2nd Rank</td>
<td>2nd Rank</td>
<td>5th Rank</td>
<td>2nd Rank</td>
<td>3rd Rank</td>
<td>2nd Rank</td>
</tr>
</tbody>
</table>
As of September 2015, total employment was 149,091, of which 111,496 were full-time, 28,036 were part-time and 9,559 were contract-based.

In 2015, the average number of employees per business establishment was 17.08, compared to 18.03 in 2013.

The three largest private sector employers in Brampton were Rogers Communications Inc., Chrysler Canada Brampton Assembly Plant and Loblaw Companies Ltd. Together, these businesses employed over 15,000 individuals and accounted for 10.1 per cent of all employment within Brampton.

Source: 2015 Brampton Employment Census, Snapshot - September 1st 2015

**Note numbers are subject to change as this data is preliminary – Final release will be in December 2015
Complied by the Brampton Economic Development Office
Manufacturing remained the largest sector by employment in Brampton. This industry supported 32,127 jobs (or 15.75 per cent of all jobs). In 2015, the average number of employees per manufacturing firm was 34.90.

There were 885 manufacturing firms located across the City. Over 70 per cent of those were located in the east side of Brampton (east of Highway 410). Employment in the manufacturing industry stayed relatively the same from 2013 to 2015, with 33,238 in 2015 and 35,246 in 2013.

**LARGEST FIVE MANUFACTURING EMPLOYERS**
- FCA CANADA BRAMPTON ASSEMBLY PLANT
- MAPLE LODGE FARMS
- COCO-COLA BOTTLING COMPANY LTD
- TARO PHARMACEUTICALS INC
- OLYMEL L.P.

**33,238**
Manufacturing Employment

**34.90**
Employees per manufacturing firm

**23,486**
Employment in five largest manufacturing sub-sectors

**71%**
Five largest sub-sectors share of manufacturing employment

**Note numbers are subject to change as this data is preliminary – Final release will be in December 2015**

Complied by the Brampton Economic Development Office
Economic Base – 2015 Brampton Employer Census - **Preliminary Results**

The services-producing industry in Brampton employed 109,482 individuals or 73 per cent of total employment, while 39,610 or 27 per cent were employed in the goods-producing industry.

Service industries represent a significant component of Brampton’s economic base. Retail, wholesale trade, transportation and warehousing are major employers in Brampton’s growing service economy.

Source: 2015 Brampton Employment Census, Snapshot - September 1st 2015
**Note numbers are subject to change as this data is preliminary – Final release will be in December 2015
Complied by the Brampton Economic Development Office
Construction Activity: New Industrial-Commercial (Q2 2015)

Brampton had 15 new Industrial/Commercial (I-C) projects commence construction in 2015, adding close to 0.7 million square feet of new floor space.

![Graph showing new industrial/commercial building square footage per year from 2004 to 2015. The graph indicates a peak in 2007 and a decline in 2015, with a significant project in 2015 surpassing 2.0 million square feet per year.]

### Significant New I-C Permits List

<table>
<thead>
<tr>
<th>Building Type</th>
<th>Applicant</th>
<th>Location</th>
<th>Construction Value</th>
<th>Square Feet Use</th>
<th>Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial</td>
<td>Anatolia Capital Corp</td>
<td>9 West Drive</td>
<td>$16,000,000</td>
<td>453,967</td>
<td>Shell building</td>
</tr>
<tr>
<td>Commercial</td>
<td>Brasun Developments Inc</td>
<td>10615 Bramalea Road</td>
<td>$1,500,000</td>
<td>59,399</td>
<td>Freshco</td>
</tr>
<tr>
<td>Commercial</td>
<td>Brampton Town Centre Ltd / 1552262 Ontario Inc</td>
<td>20 Maritime Ontario Blvd</td>
<td>$5,500,000</td>
<td>47,984</td>
<td>Multiple tenants</td>
</tr>
<tr>
<td>Commercial</td>
<td>HJMT Holdings Inc</td>
<td>15 Fandor Way</td>
<td>$3,205,200</td>
<td>28,750</td>
<td>Shell building</td>
</tr>
<tr>
<td>Industrial</td>
<td>Direct Coffee Services Ltd</td>
<td>2600 Williams Parkway</td>
<td>$1,800,000</td>
<td>23,106</td>
<td>Direct Coffee Services</td>
</tr>
</tbody>
</table>

Source: 2014 Building Permit — City of Brampton; Complied by the Brampton Economic Development Office
Brampton had 6 industrial expansion projects start construction in 2015, adding over 81,000 square feet of floor space.

### Significant Expansion I-C Permits List

<table>
<thead>
<tr>
<th>Building Type</th>
<th>Applicant</th>
<th>Location</th>
<th>Construction Value</th>
<th>Square Feet</th>
<th>Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial</td>
<td>Canadian Blood Services</td>
<td>100 Parkshore Drive</td>
<td>$11,000,000</td>
<td>36,091</td>
<td>Canadian Blood Services</td>
</tr>
<tr>
<td>Industrial</td>
<td>Maplehurst Bakeries</td>
<td>379 Orenda Road</td>
<td>$2,300,000</td>
<td>25,537</td>
<td>Maplehurst Bakeries</td>
</tr>
<tr>
<td>Industrial</td>
<td>Adesa Auctions Canada Corporation</td>
<td>75 Auction Lane</td>
<td>$800,000</td>
<td>9,505</td>
<td>Adesa Auctions Canada Corporation</td>
</tr>
<tr>
<td>Industrial</td>
<td>Coca-Cola Refreshments Canada Company</td>
<td>15 Westcreek Boulevard</td>
<td>$1,500,000</td>
<td>7,223</td>
<td>Coca-Cola Refreshments</td>
</tr>
<tr>
<td>Industrial</td>
<td>Naura Investments Limited</td>
<td>176 Main Street South</td>
<td>$500,000</td>
<td>2,071</td>
<td>City Petroleum Gas Bar</td>
</tr>
</tbody>
</table>

Source: 2004 - 2015 Building Permit – City of Brampton; Complied by the Brampton Economic Development Office
Brampton had 27 non-residential projects by mid 2015 of which six were institutional projects, totaling over 500,000 square feet of floor space.

New projects included 131,000 square foot - Sheridan College Davis Applied Engineering Centre, a Peel Regional Paramedic Services Building and Secondary School.

### Significant Institutional Permits List

<table>
<thead>
<tr>
<th>Applicant</th>
<th>Location</th>
<th>Construction Value</th>
<th>Square Feet</th>
<th>Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peel District School Board</td>
<td>500 Elbern Markell Drive</td>
<td>$38,800,000</td>
<td>208,928</td>
<td>Credit Valley No 2 Secondary School</td>
</tr>
<tr>
<td>Sheridan College Institute of Technology and Advanced Learning</td>
<td>7899 McLaughlin Road</td>
<td>$41,386,763</td>
<td>131,234</td>
<td>Sheridan College (New Skills Training Centre relocating from Oakville Campus)</td>
</tr>
<tr>
<td>The Corporation of the City of Brampton</td>
<td>130 Sandalwood Parkway West</td>
<td>$25,000,000</td>
<td>119,217</td>
<td>Brampton Transit Terminal</td>
</tr>
<tr>
<td>The Corporation of the City of Brampton</td>
<td>52 Rutherford Road South</td>
<td>$9,900,000</td>
<td>33,107</td>
<td>Brampton Fire and Emergency Services</td>
</tr>
<tr>
<td>The Ukrainian Catholic Episcopal Corporation of Eastern Canada</td>
<td>10193 Heritage Road</td>
<td>$4,191,000</td>
<td>11,458</td>
<td>St Elias Church</td>
</tr>
</tbody>
</table>

Source: 2004 - 2015 Building Permit – City of Brampton; Complied by the Brampton Economic Development Office
Economic Development and Tourism Office: Stories of Note

The Economic Development and Tourism Office helps businesses build, expand, develop, thrive, succeed, and start up faster and more efficiently. These are some of the highlights of 2015.

Brampton Entrepreneur Centre (BEC)
The City of Brampton's Summer Company program, delivered by the Brampton Entrepreneur Centre, worked with 28 students to turn their business ideas into a reality. Summer Company is an Ontario government program for students between the ages 15 and 29 that helps them start their own business over the summer. The program provides hands-on training, mentorship and financial grants of up to $3000. Student businesses for this year's program include landscaping, craft, tech services and artistic services. Along with mentoring and training sessions that are part of the Summer Company program, the students juggle their time meeting client needs and generating some initial business income.

Unique to the program this year is a trio of sisters, each launching their own business this summer. Candace, Natasha and Sabrina Pardo are running Candace Piano Magic, Natasha Solutions and Party Adventures respectively.

This year’s participants were selected from a list of more than 120 applicants from Brampton and Caledon.

HACE Creative Economy
- MakerSpace Brampton
- RIC@Brampton
- Tech Talk' lectures
- Culture Days Community Info Sessions
- HACE Business Consultations and Corporate Calls
- Winner of 2014 Culture Days Marketing Award
- Presented Brampton Cultures Days program at 2015 National Congress on Culture (and livestream)
- FUSE program awards

Tourism and Film Services
- Launched new Brampton Film Website (www.FilmitHere.ca) in January 2015 with 3,362 Unique Page Views to Mid-year 2015
- Launched two Social Media avenues: Twitter Launched Sept 1 (@FilmBrampton) with 44 Followers to date YouTube to be launched (youtube.com/c/FilmitHereCaBrampton)

International Business Development and Marketing
THE GAP/OLD NAVY - [http://gapcanada.ca/]
Company was considering Brampton or Vancouver for expansion
EDO Staff prepared a comprehensive business case analysis and helped secure the investment at 9500 McLaughlin Road North

DEKRA - [http://on.dekra-na.com/]
Vehicle emission testing & safety inspections
Worldwide head office in Germany
Expanding into Canada, expecting 20+ locations in Southern Ontario within 3-5 years
Set up first of two stations in Brampton, at 185 Queen East and a second in Etobicoke

PLANET FITNESS - [http://www.planetfitness.com/]
Expanding into Canada with 20-plus locations
Over 25 employees at Vodden and Kennedy
Second of its first two locations in Canada (first was in Toronto)
Membership at Brampton location has surpassed all expectations and projections
### Economic Development Office: Select KPI’s (Mid Year 2015)

<table>
<thead>
<tr>
<th>Category</th>
<th>Count/Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connections</td>
<td>8,483 Connections Made as of YTD 2015 September</td>
</tr>
<tr>
<td>Research Requests</td>
<td>519 Research Requests</td>
</tr>
<tr>
<td>EDO Website Visits</td>
<td>51,622 EDO Website Visits</td>
</tr>
<tr>
<td>New Subscribers for EDO Information</td>
<td>302 New Subscribers for EDO Information</td>
</tr>
<tr>
<td>Direct Local Business Connections via</td>
<td>8,706 Direct Local Business Connections via Employer Survey</td>
</tr>
<tr>
<td>Employer Survey</td>
<td></td>
</tr>
<tr>
<td>Connections from FDI Strategy</td>
<td>321 Connections from FDI Strategy</td>
</tr>
<tr>
<td>Corporate Business Meetings</td>
<td>532 Corporate Business Meetings</td>
</tr>
<tr>
<td>Significant Research Requests</td>
<td>162 Significant Research Requests</td>
</tr>
<tr>
<td>New Employment Q2-2015</td>
<td>307 New Employment Q2-2015</td>
</tr>
<tr>
<td>Tourism Website Visits</td>
<td>54,416 Tourism Website Visits</td>
</tr>
<tr>
<td>Subscribers to EDO Newsletter</td>
<td>1,024 Subscribers to EDO Newsletter</td>
</tr>
<tr>
<td>Large Site Selection Requests</td>
<td>71 Large Site Selection Requests</td>
</tr>
<tr>
<td>FDI Business-to-Business Matches</td>
<td>98 FDI Business-to-Business Matches</td>
</tr>
<tr>
<td>Media Outlets</td>
<td>$182K in Earned Media as of YTD September</td>
</tr>
<tr>
<td>Global Trade</td>
<td>FDI Magazine Perspectives (Globe and Mail)</td>
</tr>
<tr>
<td>Business Facilities</td>
<td>Site Selection</td>
</tr>
<tr>
<td>Area Development</td>
<td>Corenet Global</td>
</tr>
<tr>
<td>Business Xpansion Journal</td>
<td>Brampton Guardian</td>
</tr>
<tr>
<td>Development Magazine (NAIOP)</td>
<td>ICCC</td>
</tr>
<tr>
<td>Netflix Production Special Correspondents</td>
<td>Starring Ricky Gervais &amp; Eric Bana</td>
</tr>
<tr>
<td>$1.02M Spent on Filming as of YTD September</td>
<td>Netflix Production Special Correspondents Starring Ricky Gervais &amp; Eric Bana</td>
</tr>
<tr>
<td>Film Permits Issued as of YTD September</td>
<td>TV Productions (as of YTD September)</td>
</tr>
<tr>
<td>Film Inquiries as of YTD September</td>
<td>Sensitive Skin (HBO Canada)</td>
</tr>
<tr>
<td>Netflix Production Special Correspondents</td>
<td>Starring Ricky Gervais &amp; Eric Bana</td>
</tr>
<tr>
<td>Sensitive Skin (HBO Canada)</td>
<td>Odd Squad (TVO, HBO, Netflix)</td>
</tr>
<tr>
<td>Orphan Black (Space)</td>
<td>Man Seeking Woman (FX)</td>
</tr>
<tr>
<td>Connections via Employer Survey</td>
<td></td>
</tr>
<tr>
<td>Expanse (SyFy)</td>
<td></td>
</tr>
<tr>
<td>Hemlock Grove (Netflix)</td>
<td></td>
</tr>
<tr>
<td>Odd Squad (TVO, HBO, Netflix)</td>
<td></td>
</tr>
<tr>
<td>Man Seeking Woman (FX)</td>
<td></td>
</tr>
</tbody>
</table>

**Complied by the Brampton Economic Development Office**
# Social Media (Mid Year 2015)

<table>
<thead>
<tr>
<th>Social Media Platform</th>
<th>Followers/Views/Tweets</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015 September</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Twitter - Followers</strong></td>
<td></td>
<td>912</td>
<td>1,545</td>
<td>2,264</td>
<td>2,660</td>
</tr>
<tr>
<td><strong>Total Twitter - Tweets</strong></td>
<td></td>
<td>1,031</td>
<td>2,112</td>
<td>3,155</td>
<td>3,760</td>
</tr>
<tr>
<td><strong>Youtube - Views</strong></td>
<td></td>
<td>4,974</td>
<td>10,036</td>
<td>23,820</td>
<td>37,320</td>
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*Complied by the Brampton Economic Development Office*
Economic Development Office

2 Wellington Street West, 2nd floor
Brampton, ON Canada L6Y 4R2
T: 905.874.2650
F: 905.874.2670
E: edo@brampton.ca
W: www.peoplepoweredeconomy.ca
Overview:

- The Peel Memorial Centre for Integrated Health and Wellness ("PMC") is anticipated to open its doors in 2016-2017 and represents a major redevelopment opportunity for the Central Area.

- In June 2015, Economic Development Committee directed staff to proceed with a Request for Proposals (RFP) to procure services to complete the Market and Economic Development Opportunity Study for the Peel Memorial Centre of Integrated Health and Wellness (PMC).

- The purpose of this report is to present the Project Charter (attached as Appendix 1), which refines the initial direction of Council into a clear set of objectives and scope for the RFP, including:

  - Identifying the economic and market opportunities of the PMC lands and its relationship with the surrounding the PMC Precinct and the City of Brampton;
  - Measuring the economic impact of developing the PMC lands and surrounding precinct;
  - Defining the role of local and provincial government in effecting incremental economic growth; and,
  - Formulating an implementation plan that will have strategic actions for attracting targeted functions and capitalizing on the PMC.

- The Project Charter includes input from senior staff and a board representative from William Osler Health System (WOHS). The Charter suggests regular input from WOHS will benefit the study and the municipal understanding of linkages between key institutions and services within the health and life sciences industry.

- Staff anticipates issuing the Request for Proposals in November 2015, with the intention of retaining a consultant by January 2016.
Recommendations:

1. THAT the report from Dennis Cutajar, Chief Operating Officer, dated September 24, 2015 to the Economic Development Committee Meeting of October 21, 2015, re: RECOMMENDATION REPORT – Peel Memorial Centre for Integrated Health and Wellness and Surrounding Precinct Market and Economic Development Opportunity Study be received; and,

2. THAT the Project Charter, including the governance model be approved, and serve as the basis for issuing a Request for Proposals (RFP) and carrying out the PMC and Surrounding Precinct Market and Economic Development Opportunity Study.

Background:

The PMC represents a major redevelopment opportunity for the Central Area. It was envisioned as a campus with a pedestrian friendly environment based on health care, education and complementary commercial and residential development and open space. Services to be provided at the PMC are primarily directed towards health, wellness and the prevention of illness and chronic disease.

Recognizing the prominence of the PMC, staff proposed the initiation of PMC Market and Economic Development Opportunity Study, which will be geared towards making the lands within the vicinity investment ready and investigating the economic potential and influence of the PMC.

On June 24, 2015, Economic Development Committee endorsed a staff recommendation to move forward with issuing a Request for Proposal for a Market and Economic Development Opportunity Study for the Peel Memorial Centre for Integrated Health and Wellness (PMC). It was determined that the Economic Development Committee be the liaison for the study, which would allow all Council Members to participate and provide input. Progress on the Study is to be coordinated by the Economic Development Committee.

Current Situation

The purpose of this report is to present the Project Charter for the Study. Based on further discussions with staff and representatives of the William Osler Health System, the initial direction of the study has been refined into a detailed Project Charter. The Project Charter, which is attached as Appendix 1, outlines the objectives, scope, participants, potential stakeholders, deliverables and the interrelationship with other related studies and projects.

In summary, the objectives of the PMC and Surrounding Precinct Market and Economic Development Opportunity Study are to:

1. Identify the economic and market opportunities of the PMC Subject Property (17 acres), in relation to the PMC Precinct - Etobicoke Creek to Hwy 410, City of Brampton, GTHA and southern Ontario, which will include benchmarking of other GTHA clusters with an emphasis on life sciences, education and innovation.
2. Perform an economic impact analysis of developing the PMC lands (17 acres) and the PMC Precinct and measuring the benefits of redevelopment on Brampton, Peel and the GTHA.

3. Define the role of government in effecting incremental economic growth, through land-use policies and regulations, urban design, incentive programs, infrastructure provisions, and real estate investments alone or in partnership.

4. Formulate an implementation plan, which will have clear strategic actions for attracting targeted functions identified through the study.

External Consultation:

As part of formulating the Charter, staff invited input from representatives directly involved in the corporate redevelopment strategy of the William Osler Health Centre. On September 17, 2015, staff met with the following individuals:

- Neil Davis, Vice Chair, William Osler Health System Board of Directors and Chair, Peel Memorial Community Partners Task Force
- Ann Ford, Vice President, Facilities and Redevelopment, William Osler Health System
- Stephen Knight, Executive Director, Capital Development, William Osler Health System

They expressed their support for the study and willingness to be involved as the study progresses. At the centre of the PMC, is a health system that focuses on health, wellness and the prevention of illness and chronic diseases. They recognize that the mandate of the PMC together with other drivers can have a positive impact on the character and development of the surrounding area and community. The Project Charter suggests that regular input from representatives of the William Osler Health System will benefit the study and the municipal understanding of linkages between key institutions and services within the health and life sciences industry.

Update Project Timelines:

Project Charter and Governance Model	October 2015
Request for Proposal Completion and Issuance	November 2015
Study Completion	Q3-Q4 2016

Corporate Implications:

Planning and Infrastructure Services:

PMC and Surrounding District Market and Economic Development Opportunity Study will require collaboration with the Planning and Infrastructure Services Department.
Market and Economic Development Opportunity Study will help inform other component studies under the Central Area Implementation Strategy.

**Financial Implications:**

Funding of $200,000 is available for this initiative in Capital Project #151132.0001 - Peel Memorial District Economic Development Plan.

The consulting fees will be $100,000 for this study (Lump Sum).

The additional $100,000 for will be attributed to the Implementation Plan recommended by the Consultant. This budget will be managed by the working team.

**Strategic Plan:**

This initiative supports multiple components of the Strategic Plan, including the “Thriving” priority by attracting and “Supporting Knowledge-Base Jobs” and the “Growing” priority by “Increasing the Prominence of the Central Area”.

**Conclusion:**

The study will help understand linkages between key institutions and facilities within the health and life sciences sector and inform other component studies of the Central Area Implementation Strategy, including the Central Area Sustainable Infrastructure Study, Downtown Mobility Hub Study and the Queen Street Rapid Transit Corridor Master Plan.

The PMC Surrounding Precinct Market and Economic Development Opportunity Study will serve as input to creating a sense of place and put the City in the best possible position to attract and respond effectively to potential investors and stakeholders in the life sciences sector.

Dennis Cutajar, Thomas Plant, MBA, MPA, PMP
Chief Operating Officer
Director, Strategic and Enterprise Services
Office of the Chief Operating Officer

Paul Aldunate, M.PL. MCIP, RPP
Central Area Planner,
Office of the Central Area

Report authored by: Paul Aldunate M.PL. MCIP RPP

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<tr>
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<td>Department Chief</td>
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<td>Chief Administrative Officer</td>
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Appendices:

Appendix 1: Project Charter - Market and Economic Development Opportunity Study
PMC and Surrounding Precinct

Appendix 2: Map of the Central Area and Primary Study Area
G2-1-6

APPENDIX 1:

PROJECT CHARTER

MARKET AND ECONOMIC DEVELOPMENT OPPORTUNITY STUDY
PMC AND SURROUNDING PRECINCT
Project Charter

Market and Economic Development Opportunity Study

Peel Memorial Centre for Integrated Health and Wellness (PMC) and Surrounding Precinct

The information contained in this document is confidential and proprietary to The Corporation of the City of Brampton. Unauthorized distribution or use of this document or the information contained herein is strictly prohibited.
# Project Charter

## Project Details:

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<td>Paul Aldunate</td>
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<td>Julian Patterson</td>
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<td>Thomas Plant</td>
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<td>July 27, 2015/Sept 17, 21 2015</td>
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<td>Joe Pitushka</td>
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<td>Michael Won</td>
<td>Executive Director, Engineering and Development Services</td>
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<td>Heather MacDonald</td>
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<td>Sohail Saeed</td>
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<td>Sriram Raman</td>
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<td>Neil Davis</td>
<td>Chair, PMC Community Task Force/WOHS Board Member</td>
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<td>Ann Ford</td>
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<td>Steven Knight</td>
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STATEMENT OF NEED

The Peel Memorial Centre for Integrated Health and Wellness (PMC) project is anticipated to be developed over two or more phases. The initial 2016 phase includes the clinically focused Phase 1 Ambulatory Care Centre. Phase 2 will focus on seniors complex continuing care and rehabilitation beds within 2019/2020 time frame.

It is anticipated by the William Osler Health System that increasing demand for ambulatory healthcare in the local community, will lead to an expansion of services offered in the Phase 1 building within the 2024/2025 horizon. This expansion could occur internally within the Phase 1 building or external through an expansion of the Phase 1. The PMC will be operating a number of services, including:

- An Urgent Care Centre
- A Day Surgery Facility
- Women’s, Children’s and Adolescent services
- Seniors Wellness Services
- High-tech Diagnostics
- Day Clinics for Dialysis
- Community Mental Health and Addictions services
• Learn to Live Healthily Services

The City needs an Economic Development Plan to make the lands within the vicinity of the PMC investment ready, which will recognize the prominence of the PMC, as a catalyst for instigating economic growth and place-making. The redevelopment of PMC has the potential to be a major economic development catalyst for the local economy in Brampton and at the sub-provincial economy of the GTHA.

The City needs the PMC Market and Economic Development Opportunity Study to assess how best to take advantage of the PMC to activate development of the surrounding area and to attract investment.

The City needs the PMC Market and Economic Development Opportunity Study to recommend how to bring direct/indirect employment and people to the Central Area.

The City needs the PMC Market and Economic Development Opportunity Study to support and foster a fast growing, knowledge based life sciences cluster, including medical devices, pharma, health services and the supply chain.

The City needs the PMC Market and Economic Development Opportunity Study to explore and initiate post-secondary relationships with a life sciences theme and centred by the PMC.

The City needs the PMC Market and Economic Development Opportunity Study to inform the City’s role in effecting the incremental economic growth of the PMC Precinct.

The City needs the PMC Market and Economic Development Opportunity Study to inform the Central Area Implementation Strategy and associated component studies.

**STATEMENT OF BENEFIT**

1. The PMC Market and Economic Development Opportunity Study could facilitate new health care and research activities/businesses and result in significant economic impacts for the City of Brampton as well as significant social benefits for local residents, employees, employers and visitors.

2. A strong life sciences node in the City of Brampton could benefit the local economy by creating direct and indirect jobs through construction expansion and ongoing operations of PMC and other private-public facilities with proximity to the PMC.

3. The PMC represents a major redevelopment opportunity in the Central Area that has the opportunity to be a campus with a pedestrian friendly environment based on health care, education and complementary commercial and residential development and open space.
4. The services offered at the PMC, which are aimed towards health, wellness and preventative care could create opportunities for further linkages along the same theme that could be situated in the surrounding precinct or elsewhere in the City.

5. The benefits can contribute to creating a liveable and sustainable community by facilitating vertical growth within the City’s Urban Growth Centre, which will in turn help support public transit along Queen Street.

6. The PMC could create opportunities to attract a university or other post-secondary institutions and bring together experts from a variety of public health specialties. Researchers, academics, students, employees stimulate economic activity.

7. A concentration of health care related uses in the form of a hospital and academic institutions could help attract other health care businesses and activities (e.g. social services, research and development, etc.).

8. Contribute to an improved perception of a local area and civic engagement/community pride and ownership.

9. Encourage/attract volunteers and charitable contributions. The former Peel Memorial was supported by approximately 600 volunteers that contributed their services and fundraising efforts. The current William Osler Foundation organizes fund raising efforts for three hospitals under its umbrella.

10. The redevelopment of PMC has the potential to attract a share of the economic opportunity in the GTHA and generate ‘measured’ value in the form of the following outcomes:

   a) Employment and Income: For example, R&D, Training/Skills Development, Commercialization, and technology/production functions generate high employment and income multipliers.

   b) Tax Revenues: Federal, provincial and municipal revenues can be generated from the subject property (payroll; property; corporate).

   c) Value Proposition: The Province of Ontario has designated Brampton as a growth location in Ontario, and the Province has also designated Brampton’s Central Area (where PMC is located) as an Urban Growth Centre. The PMC project contributes to the process of City building. Brampton has identified the need for additional physical infrastructure; human capital investment and skills investment. Economic and social benefit measured in the form of knowledge & innovation; community image; community development; cultural contributions enhance the City and Regional value proposition.

   d) Supporting the Economy:
• Transfer of knowledge and innovation from PMC to private enterprise generates economic value.
• Technology transfer and funded research programs stimulate economic activity.
• Accelerate transition of local economy from traditional manufacturing.

OBJECTIVES

The objectives of the study are to:

1. Conduct an economic and market overview of Brampton of the PMC Subject Property (17 acres), PMC Precinct - Etobicoke Creek to Hwy 410, City of Brampton, GTHA and southern Ontario, which will include benchmarking of other GTHA clusters with an emphasis on life sciences, education and innovation.

2. Perform economic impact analysis of fully developing the PMC lands (17 acres) and the PMC Precinct and measuring the benefits of redevelopment on Brampton, Peel and the GTHA.

3. Defining the role of government in effecting incremental economic growth, through land-use policies and regulations, urban design, incentive programs, infrastructure provisions, and real estate investments alone or in partnership.

4. Formulating an implementation plan, which will have clear strategic actions for attracting targeted government, non-government and private investment identified through the study.

CRITICAL SUCCESS FACTORS

1. Commitment and support from senior management and the various departments in recognizing the multi-disciplinary nature of this project.

2. Communication and collaboration with stakeholders.

3. The ability to compete with other medical hubs and municipalities that are competing for post-secondary relationships and knowledge based industries.

4. A strategic marketing promotion plan to broadcast this opportunity locally and internationally while focussing on key strategic markets identified by the study.

5. Support form a flexible tertiary/block plan and design study that creates a sense of place
that has landowner, public and political buy-in, to help sell the central area.

6. The progress of other component studies under the Central Area Implementation Strategy such as the Central Area Sustainable Infrastructure Study.

PROJECT SCOPE

The focus of the study area will be centred by the PMC but with the understanding that the PMC has the potential to influence a larger geographic area. The study area will be defined by four geographic areas, including:

1. PMC Subject Property (17 acres)
2. PMC Precinct - Etobicoke Creek to Hwy 410
3. City of Brampton
4. Peel Region, GTHA, Southern Ontario

On a GTHA basis the consultant will provide an assessment of factors of supply and demand, including population, employed labour force, business employment structure, demography, real estate and development.

The study will provide benchmarking of other GTHA clusters with an emphasis on life sciences, education and innovation.

The consultant will define the economic impact and opportunities of the PMC and the potential for other private and public sector investment in the area of health, wellness and the prevention of illness and chronic diseases within the PMC lands, the surrounding precinct and the City of Brampton.

The consultant will conduct a thorough economic impact analysis which will measure the benefits of fully redeveloping the PMC lands and surrounding lands on Brampton, Peel and the GTHA.

The consultant will evaluate and recommend infrastructure improvements within the immediate and surrounding area of the Hospital to facilitate development and make the lands investment ready, including:

- Road Network Improvements;
- Parking Facilities; and,
- Gas, Hydro, and other energy models such as district energy or energy from waste.

The consultants will examine the economic impacts of introducing an alternative sustainable energy model to the PMC Precinct (i.e. district energy or energy from waste) for both the public and private sector. Are companies/organizations seeking to locate their facilities in a municipality where sustainable energy models are available?
The consultant will explore linkages with post-secondary education institutions geared towards life sciences and the biomedical industry. The consultant will benchmark and conduct a case study analysis of other biomedical hubs and their health sector development strategies, to clearly illustrate how Hospitals connect with post-secondary academic institutions to attract other health care businesses and activities.

The consultant will examine the effectiveness of current land-use planning policies, processes and by-laws and make recommend changes.

The consultant will investigate and recommend tools available under the Community Improvement Plan such as incentive based programs (grants, loans and property tax assistance) and municipally driven programs such as municipal property acquisitions, land assembly and construction of municipal facilities such as parks or parking facilities.

The consultant will provide business development, marketing and communication approaches.

The consultant will recognize that the PMC Market and Economic Development Opportunity Study is a component of the Central Area Implementation Strategy, and will work with other component studies such as the Downtown Mobility Hub Study, Central Area Sustainable Infrastructure Study, and Queen Street Rapid Transit Corridor Master Plan to help inform this the overall Central Area Implementation Strategy.

OUT OF SCOPE

Transportation and Transit Study

The Downtown Mobility Hub Study - The purpose of the Mobility Hub Study is to conduct a detailed analysis of the planned transportation and land-uses for what has been identified as an “Anchor Mobility” by the province as part of its “Big Move” strategy and the City’s Official Plan. This study will demonstrate how the mobility hub should look and function over the long term.

Urban Design Visioning Exercise

DELIVERABLES

1. An Economic and Market Analysis:

   Economic Base Overview:
   - Analysis related to the four geographies study areas.
Economic Environment:

- Economic issues impacting the GTHA, Brampton and WOHS Community
- Past, present and forecasted economic trends
- Inflation, interest rates and availability of credit
- Income distribution
- Business attraction and retention
- Tourism
- Age distribution
- Birth rate
- Education and literacy rates
- Population density
- Residential and commercial construction
- Housing construction and resale activity

GTHA Cluster Profile, Including emphasis on Life Sciences:

- Definition of Clusters
- Cluster Research
- Define Clusters in the Toronto Region
- Define Linkages Complementary to Health Care Services in Ontario
- Brampton’s Position in Toronto’s Clusters
- Opportunity for Attracting/Expanding Brampton’s Clusters

Brampton Economic Assessment:

- Define Economic Opportunity in PMC Subject Property, Surrounding lands and GTHA
- Measure opportunities in Brampton, PMC Subject Property, Surrounding Lands (units of measure to include employment forecast to 2041 by industry cluster or sector; development potential GFA, Acreage by built form)

2. Economic Impact Analysis

The Economic Impact Analysis will be a quantitative and qualitative analysis measuring the benefits of fully redeveloping the PMC lands and surrounding lands to Brampton, Peel and the GTHA. The Economic Impact Analysis will consist of the following components:

- The economic effects stemming from the development potential attributed to the PMC development in terms of the initial capital expenditure, and in the operating phase from re-occurring operating expenditures (Direct effects)
- The economic effects resulting from firms using income generated to purchase inputs from
other firms (Indirect effects)

- The economic effect arising from the re-spending of labour income by individuals employed during the construction or operating phase (Induced effects)

- Analysis of the creation of skilled and knowledge based jobs, including health service professionals, educational research and knowledge intensive vocations

- Potential revenue generated for the city through taxes as a direct result of economic activity

- The potential for indirect spinoffs and synergies with the GTHA

- Health and social impact with respect to quality of life improvements.

- Changes to Gross Regional Product

- Recommendations, including identifying the optimal design structure for PMC and suggestion of types of partners to engage on the site

3. Role of Government Analysis

The role of government at the local and provincial level in effecting the incremental economic growth is the primary focus of this part of the study. In this regard the consultant will:

- Assess and make recommendations on municipal/regional land use policies, Official Plan and Secondary Plan designations, policies and urban design studies/concepts.

- Review the zoning by-law with respect to potential redevelopment sites within the PMC Precinct and recommend a strategy (e.g.: pre-zoning) that will allow higher order development while minimizing impact on the viability of existing development, where appropriate, until they are ready for redevelopment.

- Evaluate infrastructure improvements required and options for providing that infrastructure including partnerships with other organizations that may be implemented by local government to enable and facilitate economic growth and intended development. This may include infrastructure such as road network improvements, parking facilities, gas, hydro, or other energy models such as district energy or energy from waste.

- Assess the City's role in introducing sustainable energy models such as district energy or energy from waste to the PMC Precinct. Examine the economic benefits for the public and private sector for introducing an innovative sustainable energy model to this area.

- Formulate a real estate strategy to assess land requirements for additional office, private hospitals, clinics, institutional uses or amenities such as parks, parking facilities, road
network improvement.

- Examine the City's role, whether it be alone or in partnership, to acquire strategically located properties to provide for these uses to help reduce or eliminate land use issues associated with privately owned lands located within or adjacent to the proposed node.

- Examine the effectiveness of the CIP program and recommend improvements in relation to the PMC Precinct, such as but not limited to activating tools currently under the CIP or adding new tools under the CIP.

4. Recommendations:

Provide recommendations and an Implementation Plan required to attract the defined economic opportunities to the subject property and surrounding lands. The recommendations and implementation plan should include:

- Specific, Measurable, Attainable, Relevant and Timely (SMART) objectives. Key tactics are required to create an attractive value proposition.

- Deliverables with the understanding that the City has an additional budget allocation of $100,000 over 3-years towards implementation and formulating information required to assist landowners, developers and businesses and establish a business case for prospective investors in the private sector and public sector.

PROJECT SCHEDULE

**July-Sept 2015**
- Project Charter and Governance Model
- Initial Scoped Stakeholder Consultation

**October/November 2015**
- Report to Committee
- Request for Proposal Completion and Issuance

**December 2015/January 2016**
- Retain Consultant

**Q1-2016**
- Kick off meeting with consultant and staff
- Data Collection
- Stakeholder Consultation
Q3 - 2016
- Study Completion and Report to Council
- Final Report to Economic Development Committee and to Council

PROJECT BUDGET
$200,000.00 Capital Project #151132.0001

The consulting fees will be $100,000 for this study (Lump Sum)

The City of Brampton has established an additional working budget of $100,000 attributed to the Implementation Plan recommended by the Consultant. This budget will be managed by the working team.

ROLES AND RESPONSIBILITIES

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<td>- Project Steering Committee&lt;br&gt;- Accountable and Responsible for Policy Approvals and setting direction&lt;br&gt;- staff reports on key milestones to get direction and to keep the Committee informed&lt;br&gt;- all members of Council are to participate on this Committee</td>
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<tr>
<td>EXECUTIVE LEADERSHIP TEAM AND CAO</td>
<td>- Responsible for Administration of Study&lt;br&gt;- review project at key milestones to ensure it meets with corporate milestones</td>
</tr>
<tr>
<td>Julian Patterson&lt;br&gt;Marilyn Ball&lt;br&gt;Peter Simmons&lt;br&gt;Dennis Cutajar</td>
<td></td>
</tr>
<tr>
<td>SPONSOR</td>
<td>- ELT representative on project&lt;br&gt;- promotes the project and the benefits it will achieve beyond the business unit&lt;br&gt;- motivates the steering committee and project team&lt;br&gt;- builds support for the project</td>
</tr>
<tr>
<td>Dennis Cutajar</td>
<td></td>
</tr>
<tr>
<td>STUDY ADVISORY COMMITTEE</td>
<td>- determines project scope and approves scope changes&lt;br&gt;- approves project schedule - recommending any</td>
</tr>
<tr>
<td>Thomas Plant&lt;br&gt;Sohail Saeed</td>
<td></td>
</tr>
</tbody>
</table>
### PROJECT LEADER
**Paul Aldunate**
- Directs day to day operation of the project
- Develops the agenda and material for the Study Advisory Committee and Technical Working Committee
- Responsible to steering committee for budget control, scope control and resource management
- Makes quarterly reports to steering committee/ELT or Economic Development committee on project status.
- Develops and maintains project plan

### TECHNICAL WORKING COMMITTEE
**Paul Aldunate**
- Anthony Wong
- Jeff Baines
- Alex Taranu
- Bob Darling
- Daniel Bishun
- Maggie Liu
- Sriram Raman
- Janice Given
- Preparation of work breakdown structure
- Undertakes consultant selection process and evaluation
- Executes project plan, creates deliverables
- Represents business unit on project team
- Empowered to make decisions on details of project deliverables

### EXTERNAL LIAISON
**William Osler Health System**
- Region of Peel
- Erinoak Kids Centre for Treatment and Development
- Blue Ribbon Exploratory Panel on Post-Secondary University Education
- Provides information and guidance in terms of understanding the linkages within the health and life sciences industry
TEAM OPERATING AGREEMENT

- Project Leader will prepare an agenda for each meeting
- Each team member will be punctual, prepared for, and participate in group meetings
- Meetings will be efficient, on topic and will reach effective conclusions
- Decisions will be made on the basis of explicitly stated facts
- Action items will be assigned to individuals with an expected completion date
- Evaluation of options will be done in a structured and constructive manner

RELATED PROJECTS & INITIATIVES

<table>
<thead>
<tr>
<th>Project Initiative</th>
<th>Relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Area Implementation Strategy</td>
<td>Overarching Coordination Strategy, with the mandate to align the various studies, plans and initiatives, and identifies any gaps or overlap pertinent to the Central Area and to establish a shared vision.</td>
</tr>
<tr>
<td>Downtown Mobility Hub Study</td>
<td>The purpose of the Mobility Hub Study is to conduct a detailed analysis of the planned transportation and land-uses for what has been identified as an “Anchor Mobility” by the province as part of its “Big Move” strategy and the City’s Official Plan. This study will demonstrate how the mobility hub should look and function over the long term.</td>
</tr>
<tr>
<td>COB Economic Development Plan</td>
<td>The City of Brampton Economic Development Plan 2015-</td>
</tr>
</tbody>
</table>
2018, approved by Council in the 2nd quarter of 2015, sets out the priorities for Economic Development over the next four years, including:

1. Downtown and Queen Street Corridor Economic Growth Initiatives
2. Business Engagement - Grow Businesses from Within (Economic Gardening)
3. Support Advocacy for Infrastructure Expansion
4. Innovation and Entrepreneurship
5. International and Domestic Business Investment (Attraction)
6. Business Climate and Image

**Central Area Sustainable Infrastructure Study**

The study objective is to provide a baseline review of existing infrastructure and an analysis of future infrastructure required to support future high density intensification and mixed use development as envisioned in the Secondary Plan. This study is reviewing Hydro, Gas, Telecommunications, Water, Wastewater, Stormwater, and District Energy.

The PMC Market and Economic Development Opportunity Study will examine and recommend key infrastructure upgrades that will make the study lands investment ready and what the economic impact of providing those key improvements are. The PMC Market and Economic Development Opportunity Study will look at the economic impacts of sustainable energy models (i.e. district energy or energy from waste).

**Various Peel Memorial (Downtown Hospital) District Redevelopment Design Studies**

- Urban Design and Visualization Concepts.
- Queen Street 3D Visualization Video.
- Hospital Area Urban Design Study, prepared by Joe Lobco.

The various visual concepts and design studies that have been prepared by the City’s Urban Design team and external consults will help inform the PMC Market and Economic Development Opportunity Study.

In addition the PMC Market and Economic Development Opportunity Study will help inform any tertiary/block plans or urban design work that is to be completed as components to the Central Area Implementation Strategy.

**Transportation Master Plan Update**

The TMP provides a blueprint for strategic planning and decision-making to achieve a balanced transportation network that addresses the city's growth and development needs over the long term.
<table>
<thead>
<tr>
<th>Official Plan Review and sub studies:</th>
<th>A goal of the PMC Market and Economic Development Opportunity Study is to attract more employment in the health care industry. The Office Strategy and Employment Policy Review will inform the Economic Plan and vice versa. The PMC Market and Economic Development Opportunity Study will be looking at specific Planning Tools to help attract development such as those tools afforded under the CIP (i.e. DC Incentives, Land Acquisition) and the possibility of a Development Permit System. The OP Review will also be reviewing the application of such tools on a Citywide basis.</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Employment Policy Review</td>
<td></td>
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<tr>
<td>- Office Strategy</td>
<td></td>
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<tr>
<td>- Parks and Open Space Review</td>
<td></td>
</tr>
<tr>
<td>- Planning Tools</td>
<td></td>
</tr>
<tr>
<td>- Transportation Policy Review</td>
<td></td>
</tr>
<tr>
<td>Hurontario Main Street LRT (Various studies)</td>
<td>Provide a better understanding for connections to downtown Brampton.</td>
</tr>
<tr>
<td>Queen Street Rapid Transit Corridor Master Plan</td>
<td>Queen Street study to evaluate technologies for rapid transit along Queen Street from Highway 50 to Downtown (i.e. LRT or BRT). There could be stops within vicinity of the PMC.</td>
</tr>
<tr>
<td>All Day Go Initiative</td>
<td>Ongoing City initiative to bring all day GO service between Downtown Brampton and Union Station.</td>
</tr>
<tr>
<td>Establishing a University in Brampton Initiative</td>
<td>The City of Brampton is interested in partnering with an Ontario university to prepare a response to the upcoming call for proposals from the Ministry of Training, Colleges and Universities. In this regard, a University Blue Ribbon Exploratory Panel was established to provide recommendations on establishing a university in Brampton. A macro-economic economic impact analysis has been commissioned to measure the benefit of universities on places, with a due date of November 2015. This analysis will help inform the PMC Market and Economic Development Opportunity Study.</td>
</tr>
</tbody>
</table>
APPENDIX 2:
MAP OF THE CENTRAL AREA AND PRIMARY STUDY AREA
Brampton Business Visitation Program
Discussion Points with Economic Development Committee
Wednesday October 21, 2015

Program Name: Brampton Business Visitation Program

Purpose of Discussion: To re-establish a formal business visitation program

Rationale for Program: The retention and expansion of Brampton businesses is a strategic priority of the City of Brampton.

Brampton Council and staff believe in the value of a strong business community.

There are approximately 30,000 business names registered in the City of Brampton. 9,000 of which occupy industrial-commercial-institutional spaces in Brampton either as owners or renters, paying annual ICI property taxes and employing approximately 200,000 people.

These businesses invest in additional facilities, create jobs, give-back to the community.

Business engagement, including retention and expansion activities, was approved in the 2nd Quarter of 2015 as a high priority in the City of Brampton Economic Development Plan 2015-2018.

Program Mandate: The Economic Development & Tourism team shall implement a formal Business Visitation Program with the goal of engaging the business community to identify how the City can support and enhance its success in Brampton.

Purpose of Business Visit: This Program offers an excellent opportunity for company representatives and economic development representatives to meet and focus on the following topics:

- Expression of the City's gratitude and thanks to the company
- Recognise achievements of company
- Discuss business operations in Brampton
- Share business information and resources
- Discuss future growth plans
- Discuss business concerns and issues
- Anticipation of any problems confronting the business
Intended Outcomes:

Positive discussion; Reinforce or start relationship

Quickly follow-up on action items that emerge from the meeting and are of interest to the business

Provide business owners and representatives with key points of contact within City government.

With the knowledge gained, the City will be better equipped to represent and advocate for the interests of the local business by developing specific initiatives or policy, based on results.

Overall, the City wants a company to feel good about conducting business in Brampton; and therefore the company will positively and confidently reflect this in future decisions

Program Operations:

Frequency of Meetings: 4-6 per month (this does not include the hundreds of specific meetings with businesses that economic development and OCA staff, Mayor and Councillors host or attend each year).

Attendance: COO on behalf of the senior leadership team; Director of Economic Development and Tourism. For meetings with businesses located in the Central Area, the Manager of the Office of the Central Area (or designate) shall attend.

Optional attendance: Mayor, Chair and Vice Chair of Economic Development Committee; Regional/City Councillors for the respective Ward.

Meeting Schedule: Meetings will be scheduled by Economic Development staff based on the availability and convenience of the business representatives’ schedule; the meetings will be planned on Fridays.

Mayor and respective members of council will be informed of the confirmed meeting dates (ahead of time) by email memo, and are welcome/encouraged to attend subject to their availability.
Interested Members shall notify the Director of Economic Development and Tourism of their attendance.

Reporting: Once per month staff will provide a verbal report on the outcomes of the business visits (in aggregate) for the previous month, and discuss actions taken or required, at Economic Development Committee.

Reverse Meetings: Large or small, businesses will also be encouraged to take advantage of this opportunity by letting us know when a visit to their business would be convenient.

Communication: A summary of the new Business Visitation Program will be posted on the City of Brampton web site, as well as an open invitation for businesses to reach the City EDO or OCA. A package of information and resources shall be provided to the Business representative as a leave behind at each meeting, along with a small memento of the City of Brampton (Lapel Pin and Pen)

Preparation: Staff shall be prepared ahead of each meeting with a business profile and known industry trends or issues.

Budget Impact: Staff time; plus cost of mementos and collateral materials and other incidentals ($1000 for the latter).

Next Step: Staff will initiate the program as presented.

Program Contact: Director of Economic Development and Tourism
## Business Update

<table>
<thead>
<tr>
<th>New Business</th>
<th>New Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>45</td>
<td>203</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Corporate Calls</th>
<th>Construction Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>420</td>
<td>$622,502,000</td>
</tr>
</tbody>
</table>

## Development Update

**Development Applications**

- **51** from January to October 2015

<table>
<thead>
<tr>
<th>Institutional</th>
<th>Commercial</th>
<th>Industrial</th>
</tr>
</thead>
<tbody>
<tr>
<td>$16,000,000</td>
<td>$6,000,000</td>
<td>$502,000</td>
</tr>
</tbody>
</table>

## Service Levels Update

- **Central Area Maintenance Operations Committee (CAMOC)**

- **Highlight**

  Bramalea City Centre won esteemed outstanding Retail Building of the Year (TOBY) Award at the Builders Owners and Managers Associations (BOMA) International Awards on July 1st, 2015 in Los Angeles.

## Office of the Central Area Initiatives

- **Marketing & Communications Plan**

- **Internal Stakeholders Engagement**

- **External Stakeholders Engagement**

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### Central Area Update

**Facilitate**

- **Central Area Initiatives**

**Engage**

- **Service Levels Update**

**Coordinate**

- **Development Update**

---

**Highlighted**

- **Facade & Building Improvement Programs**

  - **6 Under Construction**
    - 6 George Street South
    - 13 Queen Street East
    - 47 Queen Street West
    - 49 Queen Street West
    - 60 Main Street South
    - 170 Main Street North
    - 204 Main Street North

  - **7 Completed**

  **$551,000 allocated that generated approximately $2.2 million in new investment in downtown for a ROI of 1:4**
Start here. Get there.
Your one stop for business.

Whatever your business is in our Downtown and Central Area, call us. We can help you navigate City processes and services.

Office of the Central Area | City Hall
905.874.2864 | centralarea@brampton.ca
www.brampton.ca/centralarea

Office of the Central Area
Coordinating City services for your business success.

Development Services
- Development Enquiries and Information
- Site Plan Applications
- Zoning Amendment Applications
- Community Improvement Plan Incentive Program
  - Development Charge Incentive Program
  - Downtown Façade and Building Improvement Program
  - Downtown Signage Fees Waiver Program
- Secondary Plan Applications
- Official Plan Applications
- Land-Use Planning and Policy Studies
- Development Permit Services

Business Services
- Investment Consultation
- Market research and Analysis
- Site Selection
- Business Outreach
- Relocation and Expansion Support
- B2B Networking
- Strategic Economic Policy Development
- Connections to Small Business Services
- Downtown Display Wares Applications
- Secondary Plan Applications
- Official Plan Applications
- Land-Use Planning and Policy Studies
- Development Permit Services

Connect and Coordinate
- Service Level Standards Coordination and Enquiries
- Operations and Maintenance Facilitation
- Stakeholder Collaboration
- Customer Service Support
- Your one stop for business!
Start here. Get there.
Your one stop for business.

The front of this postcard features a graphic recording that an artist captured from words and ideas at a roundtable session of businesses collaborating together. These ideas have helped identify our priorities.

We’re looking forward to helping your business succeed.