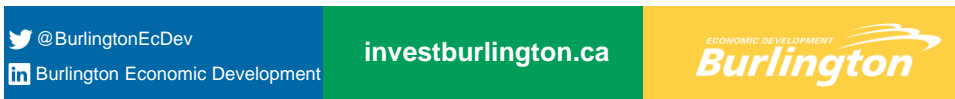
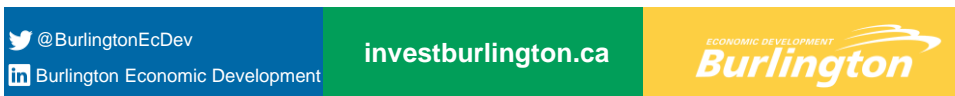


# Burlington Economic Development Update on Post-Secondary Attraction for Burlington

- Burlington Post Secondary Context
- MDB and Urban Metrics Study
  - Municipal Contribution
  - Burlington Locations
- BEDC Outreach Study
  - Background
  - Outreach
  - Options Forward



## Burlington Post-Secondary Context




# Burlington Post-Secondary Context



“Develop and implement a strategy to attract post-secondary institutions to Burlington. Encourage connections between future employees and employers to help grow Burlington’s economy.”

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 ECONOMIC DEVELOPMENT **Burlington**

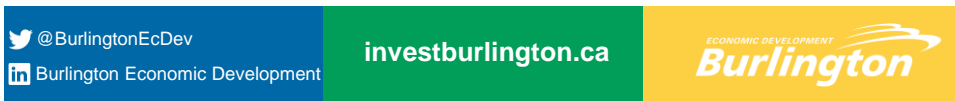
# Burlington Post-Secondary Context

 <b>Focus Area 1 - Increasing Economic Prosperity and Community Responsive City Growth</b>		
We will achieve...	We will need to execute on these initiatives...	We will know we are successful when...
Responsible city growth management with our commitment to... 1. Increasing options for housing in Burlington 2. Increasing options for learning institutions 3. Maintaining and continually developing a safe city	<b>KEY ACTIONS</b> <ul style="list-style-type: none"> <li>Determine the future vision for the downtown by completing the review of the Official Plan policies and the Interim Control Bylaw land use study</li> <li>Define Burlington's expectations for population and jobs to 2041 as part of the Halton Region's Municipal Comprehensive Review</li> <li>Complete the area specific plans for Mobility Hubs</li> <li>Complete the City's Housing Strategy and implement the plan to address the needs related to young families, senior's housing, affordable housing, special need's housing, and newcomers.</li> <li>Develop a Fire Master Plan to support the growth and change within the city</li> <li>Initiate the Zoning By-Law Review</li> <li>Start the process of reviewing the next Official Plan</li> <li>Develop a strategy and implementation plan to attract a post-secondary education institution(s) [e.g. university, college, and technical institute] primary or secondary campus</li> </ul>	<ul style="list-style-type: none"> <li>Approve 1 affordable housing project per year</li> <li>An updated Council and Halton Region approved Official Plan is in force and effect by Q2- 2020</li> <li>Attract 1 new post-secondary institution by 2030</li> <li>Initiate the Zoning By-law Review by Q1-2022</li> <li>Complete and ensure the implementation plans are in progress for:                             <ul style="list-style-type: none"> <li>The Fire Master Plan by Q2-2020</li> <li>The Housing Strategy by Q2-2022</li> </ul> </li> <li>The plan for attracting a post-secondary education institution by Q1-2020</li> </ul>

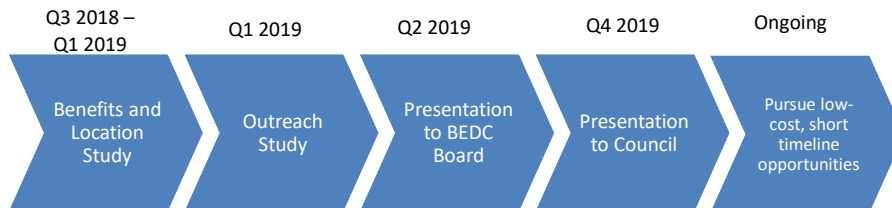
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# Burlington Post Secondary Context
















- Specialized Programs
  - McMaster opens the DeGroot School of Business
  - Charles Sturt (closed in 2015)
- Mixed Use Learning Hub
  - Halton McMaster Family Health Centre
  - NUVO & Sheridan College
- Adult Learning Courses
  - Mohawk’s Digital Literacy Courses
  - Oxford Learning



## Process to Date



# Municipal Contribution

								
Waterloo	Waterloo	UNIVERSITY OF TORONTO	McMaster University	Lakehead University	Laurentian University	McMaster University	YORK U	LAURIER
\$8 M contribution	\$10 M* contribution	\$10 M contribution	\$10 M contribution	\$11 M contribution	\$14 M contribution	\$20 M contribution	\$25 M* contribution	\$50 M contribution
360 Students	1,600 Students	2,300 Students	500 Students	1,500 Students	3,100 Students	4,000 Students	5,000 Students	2,500 Students
\$22,200 Per 	\$16,700 Per 	\$4,350 Per 	\$20,000 Per 	\$7,000 Per 	\$4,500 Per 	\$5,000 Per 	\$5,000 Per 	\$20,000 Per 

Note: Stratford and Markham exclude land value in municipal contribution  
 Source: MDB Insights and Urban Metrics Study, 2018

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# Burlington Locations

	Downtown	Burlington GO Station	Appleby GO Station	Aldershot GO Station	Innovation Area (DeGroot School)	Bronte Meadows
Availability of land	↓	↓	↔	↔	↑	↑
Cost of land	↓	↔	↔	↔	↑	↑
Proximity to housing	↑	↔	↔	↔	↓	↓
Benefit to existing retail and service business	↑	↔	↓	↔	↓	↓
Tourism impact	↑	↑	↔	↔	↓	↓
Transit accessibility	↔	↑	↑	↑	↓	↓
Pedestrian accessibility	↑	↔	↓	↓	↓	↓
Municipal profile enhancement	↑	↑	↔	↔	↓	↓
Urban design and city building	↑	↔	↔	↔	↓	↓
Community facility benefits	↑	↑	↑	↑	↓	↓
Proximity to cultural institutions	↑	↔	↓	↓	↓	↓
Opportunity for business expansion	↔	↑	↑	↑	↑	↑
Development timing and infrastructure	↑	↑	↑	↑	↑	↓
	Preferred Sites		Long Term Potential		Limited Benefits	

Source: MDB Insights and Urban Metrics Study, 2018

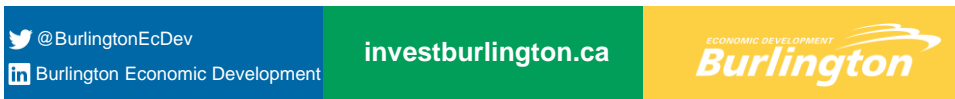
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## Background Research

- \$10-50+ million in contributions are the norm
- Past expansions took 5-10 years to achieve results
- Online and international programs can present additional opportunities
- Province is not prioritizing post-secondary expansion




## Stakeholders Engaged






# Overview of Findings

Post-Secondary Institution Questions	Findings
Decision-Making Process	<ul style="list-style-type: none"> <li>- Financial support needed</li> <li>- Tough provincial climate</li> <li>- Undergraduate domestic enrollment is capped</li> </ul>
Growth Trends	<ul style="list-style-type: none"> <li>- Largely dependent on the institution</li> </ul>
Real Estate Needs	<ul style="list-style-type: none"> <li>- Changes to learning methods will not notably affect floor space</li> <li>- Satellite campuses need to stand alone</li> </ul>
Success Factors	<ul style="list-style-type: none"> <li>- Transit is essential</li> <li>- Lack of housing leads to commuters</li> <li>- Nearby amenities</li> <li>- Full city support</li> </ul>

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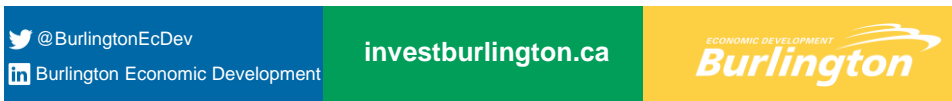
# Overview of Findings

Post-Secondary Institution Questions	Findings
Past Learnings	<ul style="list-style-type: none"> <li>- Mixed results with single building model</li> <li>- Must be self-contained</li> </ul>
Program Suitability	<ul style="list-style-type: none"> <li>- Specialized programs with partnerships have the highest success rates</li> </ul>
Best Locations	<ul style="list-style-type: none"> <li>- GO stations and downtown area</li> <li>- McMaster prefers to focus current area</li> </ul>
Timeline	<ul style="list-style-type: none"> <li>- Any significant capital investments need 10+ year timelines</li> <li>- Continuing professional studies course can be launched quickly with available space</li> </ul>

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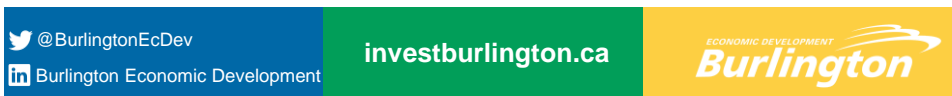
# Overview of Findings

City of Burlington Questions	Findings
Benefits	<ul style="list-style-type: none"> <li>- Talent Attraction</li> <li>- City Brand</li> <li>- Revitalization</li> </ul>
Locations	<ul style="list-style-type: none"> <li>- Go Stations and Downtown most likely</li> </ul>
Type	<ul style="list-style-type: none"> <li>- Should be a specialized program</li> </ul>
Should the City Support	<ul style="list-style-type: none"> <li>- Mixed                             <ul style="list-style-type: none"> <li>- Would require significant incentives</li> <li>- Should include civic interests</li> <li>- Incorporate within CIP and Mobility Hubs Plan</li> </ul> </li> </ul>



# Overview of Findings

City of Burlington Questions	Findings
Past Takeaways	<ul style="list-style-type: none"> <li>- Need a strong MOU</li> <li>- Understand future footprint</li> </ul>
Success Factors	<ul style="list-style-type: none"> <li>- Access to transit</li> <li>- Parking availability</li> <li>- Provision of housing</li> <li>- Community engagement</li> </ul>
Timeline	<ul style="list-style-type: none"> <li>- 5 year optimistic, 10+ realistic</li> <li>- 20 years perhaps more reasonable</li> </ul>



# Options Moving Forward

**Level of Commitment (Estimated Time and Costs)** →

<b>Benefits</b>	Upskilling and Retraining	Knowledge creation	Adaptable Use of Space Tailored partnerships	Cluster Strategy Tie-in Industry Linkages Mobility Hub Anchor Focused Branding	Economic Impact Impetus for Transit Impetus for Housing Retail Revitalization Talent Pipeline City Prestige
	<b>Adult Learning Courses</b>	<b>Centres of Excellence</b>	<b>Mixed-Use Learning Hub</b>	<b>Specialized Program</b>	<b>Post-Secondary Campus</b>
<b>Challenges</b>	Low boost to city profile	No Students	Local demographics Enrollment Fluctuation	Transit Connectivity Commuter Base Cost/Student Ratio	Land Constraints Cost Affordable Housing Provincial Political Climate
<b>Municipal Contribution</b>	Minimal	Minimal	<\$5 Million	\$5-10+ Million	>\$10 Million
<b>Students</b>	Dependent	0	<500	<1,000	1,000+

# Options Moving Forward

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# Adult Learning Courses

## Benefits

- Short timeline to implement
- Minimal to no capital investment
- Addresses need for upskilling and retraining

## Challenges

- Minimal benefits to retailers, city profile



## City School by Mohawk

- Targeted training courses  
 \$600k Provincial investment  
 Multiple locations
- Eva Rothwell Centre
  - Hamilton Public Library
  - Pop-Up Classrooms
  - Mobile Classrooms

## Mohawk's Executive Digital Literacy at TechPlace



# Options Moving Forward

	Level of Commitment (Estimated Time and Costs) →				
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# Centres of Excellence

## Benefits

- Knowledge creation
- Cluster Linkages
- City Profile/Brand

## Challenges

- No Students



## Centre for Biomedical Engineering and Advanced Manufacturing (BEAM)

Hamilton – McMaster Innovation Park  
 Advanced procedures for manufacturing cells and cell therapies  
 Fraunhofer-McMaster Project  
 Size: 20,000 ft<sup>2</sup>

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# Mixed Use Learning Hub

## Benefits

- Adaptable space
- Tailored partnerships
- Tailored to meet needed talent pipeline

## Challenges

- Matching local demographics
- Enrollment fluctuation in permanent space



## Pickering Learning Site

Jointly Run

Offers Graduate Certificate Programs

9,000ft<sup>2</sup>, 300 Students

5 Classrooms, Student Space, Offices

## NUVO Network and Sheridan

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# Options Moving Forward

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# Specialized Program

## Benefits

- Cluster Strategy tie-in
- Industry Linkages
- Mobility Hub Anchor
- Focused Branding

## Challenges

- Connectivity to main campus
- Commuter students
- Sustainability of single building model



## Stratford School of Interaction Design and Business

Focus on Digital Media, UX with experiential learning and partnerships  
 \$10 Million Provincial Funding  
 42,000ft<sup>2</sup>, 600 Students  
 Open Concept, 6 Classrooms, 2 Labs

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# Options Moving Forward

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# Post-Secondary Campus

## Benefits

- High Impact
- Impetus for Transit
- Impetus for Housing
- Retail Revitalization
- Talent Pipeline
- City Prestige

## Challenges

- Land Constraints
- Cost
- Affordable Housing
- Provincial Political Climate



## Laurier Brantford

\$22 Million City Investment

Hosts Faculty of Liberal Arts, Human and Social Sciences, LLB and BA

22 buildings

3,000 Students, 132 full-time staff, 58 full-time faculty



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# Burlington Post Secondary Next Steps

- Short Term
  - Focus on partnership with other institutions
  - Pursue low-cost opportunities
- Medium/Long Term
  - Focus on attraction of a specialized program or school
  - Plan for long term, larger scale with significant investment



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