

City of Burlington

Placemaking Discussion

City Council and Leaders



Creating incredible spaces
Live, work, learn and play

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Topics



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01

Principles of Placemaking



Placemaking

Placemaking is the process of creating quality places that people want to live, work, learn and play in.



Placemaking is a **process**. It is a means to an end: the creation of Quality Experiential **Places**.

Quality Placemaking



Sense of Place is strong if the above are true.

Characteristics of outstanding places

Placemaking can be characterized as a building, location, or space that possesses a strong sense of place. It is a structure or space where people, businesses, and institutions want to be. Such places often are alluring: they have pizzazz.

Characteristics

Interesting, visually attractive



Blend a mix of uses



Effective public spaces



Broadband capability



Multiple transportation options



Multiple housing options



Preserve historic structures



Respect community heritage



Arts, culture, and creativity



Recreation and energy



Green spaces



Quiet and peaceful opportunities



Quality places

Safe



Connected



Welcoming and inclusive



Conducive to authentic experiences



Accessible; people can easily circulate within and to and from these locations



Comfortable; they address cleanliness, character, and charm



Sociable; they have a physical fabric that encourages people to connect with one another



Able to promote and facilitate people engagement



Placemaking is evident in the world's historic **town squares**



Madrid, Spain



Frankfurt, Germany



Canterbury, England



Stockholm, Sweden



New York, New York



Fort Collins, Colorado



Dupont Circle, Washington, DC



Fort Worth, Texas

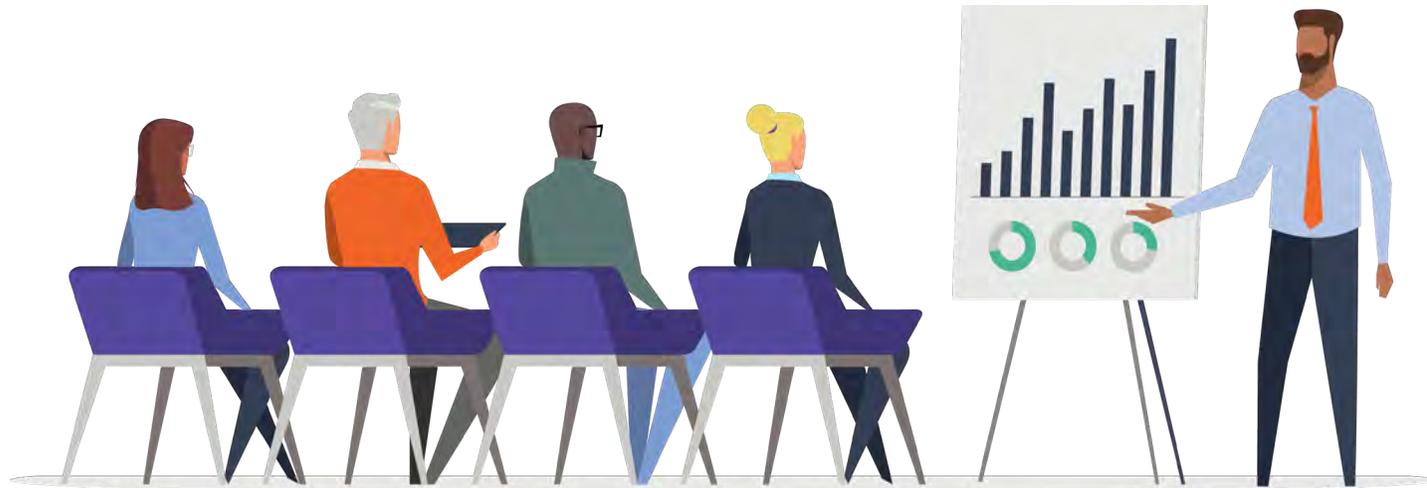
Elon Musk says Twitter is the Digital Town Square

.... how can we embed digital in our placemaking considerations?



02

Development Feasibility Demystified



Balancing policy and investment drivers

Balancing municipality policies and developer feasibility requirements can be complex. While municipalities aim to align their policies with community goals, developers must ensure projects are viable. Effective collaboration and awareness building are key to achieving desired outcomes for all parties.

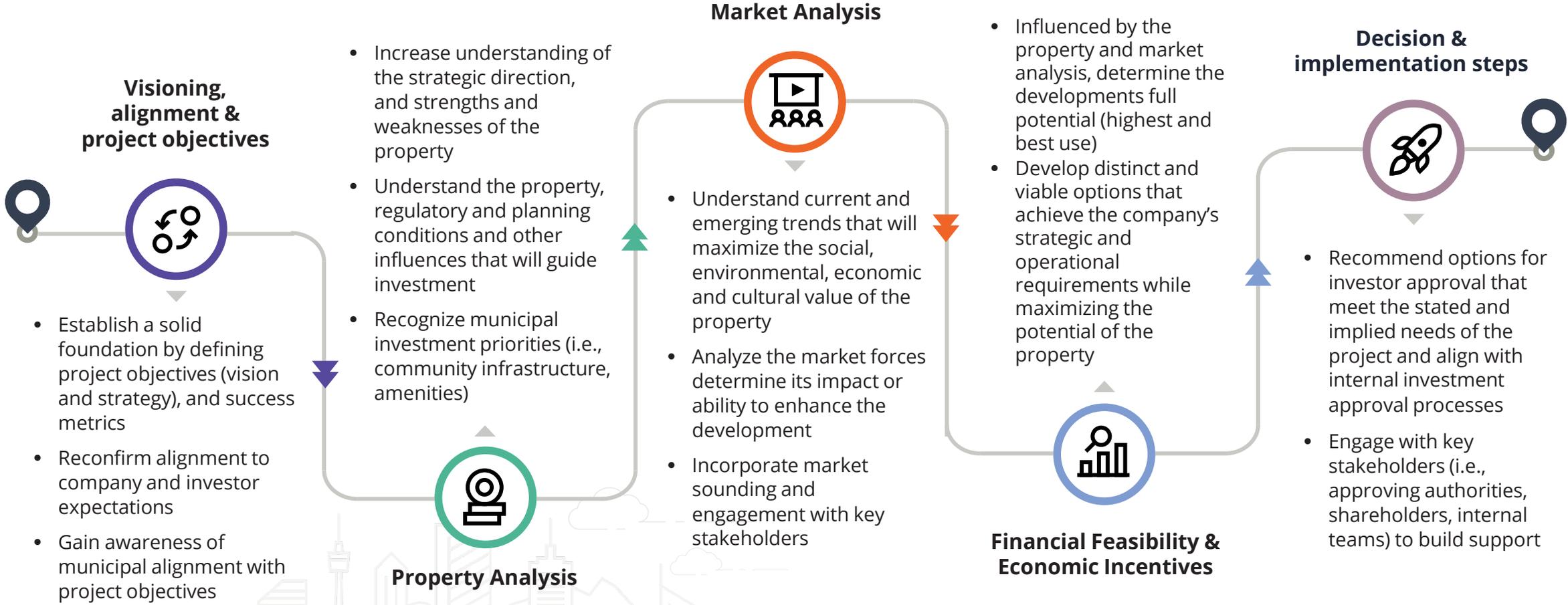
Feasibility elements
(i.e., financial, investor requirement, market drivers, social, environmental and performance)

Legislative requirements, plans, policies & regulations
(*municipal investment in community infrastructure and amenities)



Real estate pathway to determining the feasibility

To achieve lasting project success, developments must engage in thoughtful planning in order to ensure that investments meet their desired outcomes. The following captures several necessary steps and strategies that will assess feasibility, build support and ensure long-term viability.



Market Analysis

Eight key elements to develop a comprehensive understanding of market forces, now and into the future



**Demographics,
population and
heat mapping**



**Trade area and
market penetration
analysis**



**Comparator
(Competitive)
analysis**



**Positioning
Strategy**



**Regulatory and
other planning
review**



**Market
segmentation and
tapestry**



**Market Trends,
Supply, Demand,
& Pricing**

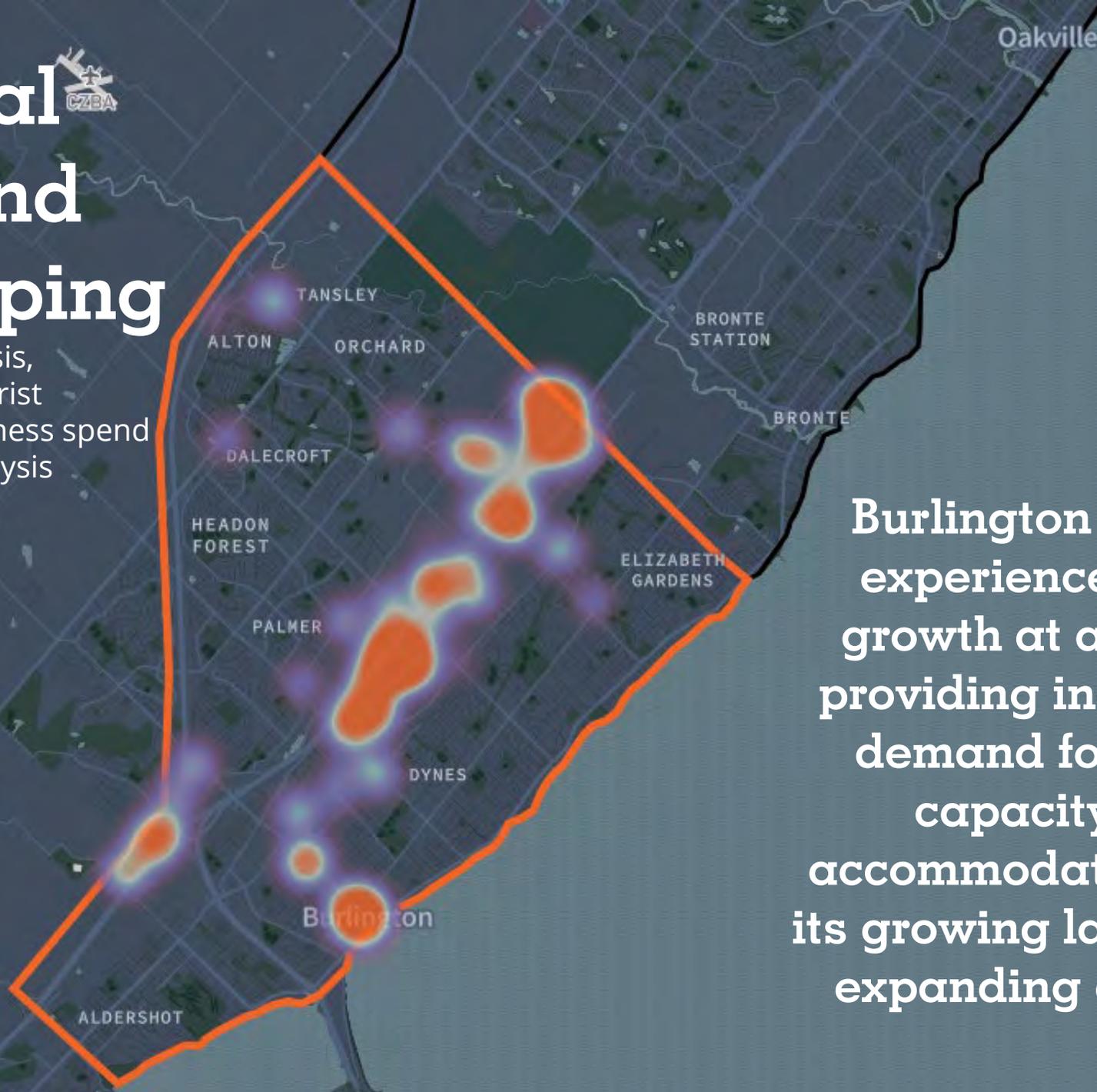


Targeting



Residential density and heat mapping

Market penetration analysis, accessibility to transit, tourist attractions customized fitness spend metric, traffic pattern analysis



Burlington continues to experience population growth at a steady rate, providing increases in the demand for residential capacity to better accommodate the needs of its growing labour force and expanding communities.

Labour force analytics

Identification of appropriate labour market conditions and trends such as salary analysis, industry breakdown, occupation pool groups.



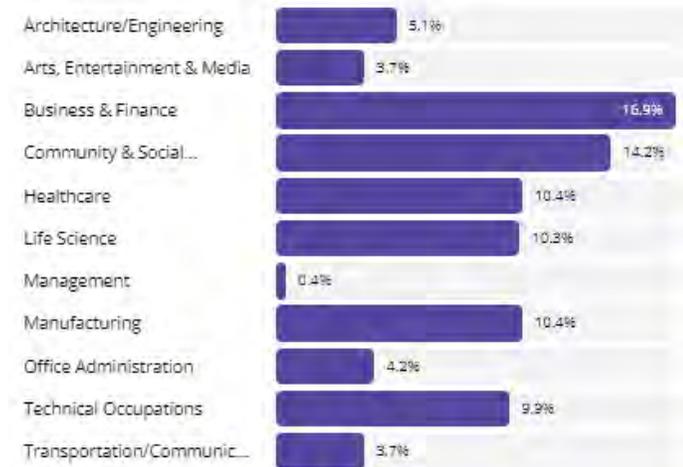
Educational Attainment



Blue Collar vs. White Collar



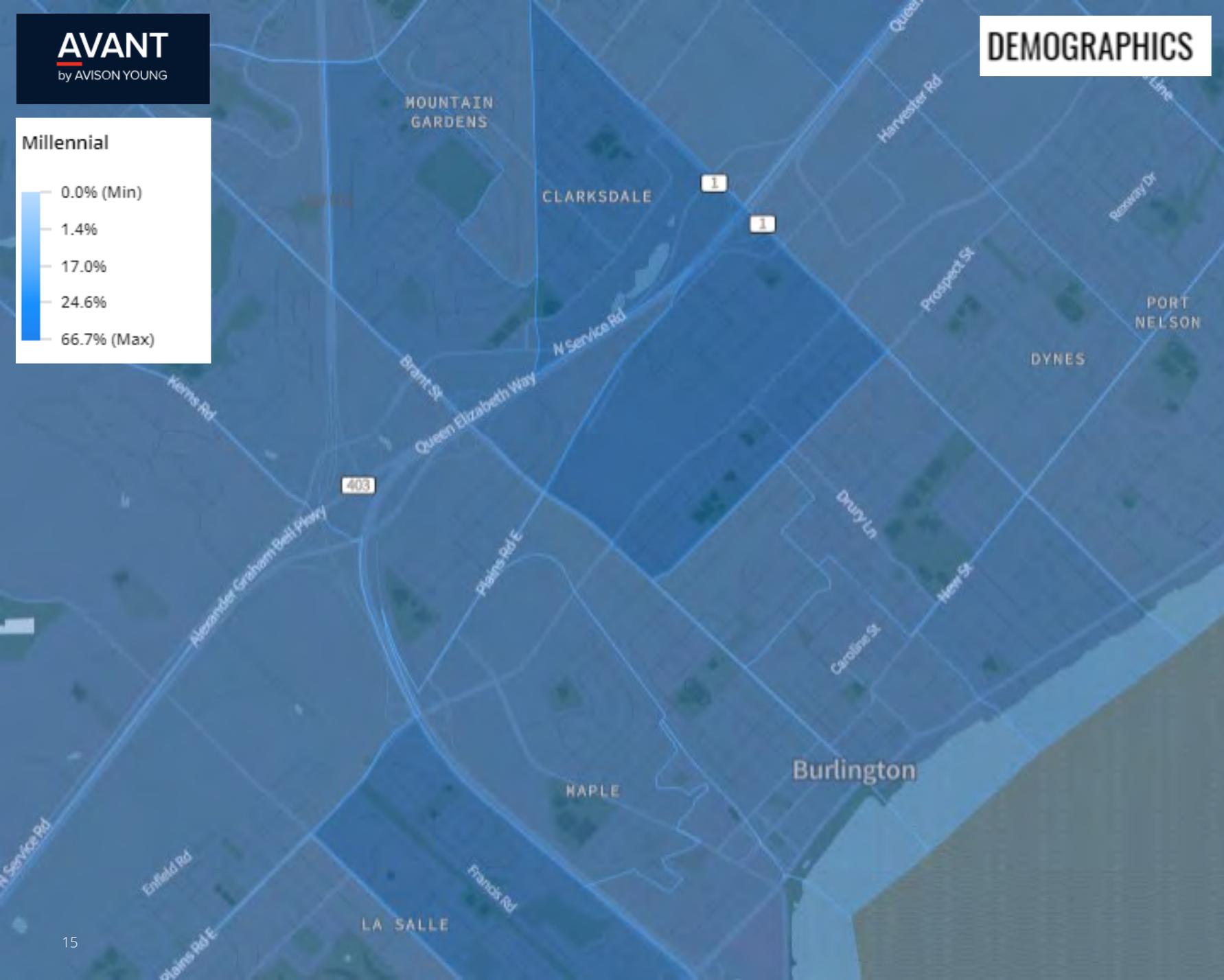
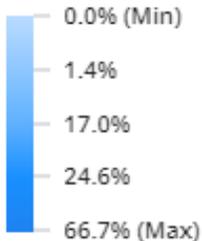
Industry Employment



DEMOGRAPHICS

126,756	Total Population	4.5%	Population Growth
CA\$105,190	Median Income	46,245	Households

Millennial



Homeowners vs. Renters



Population By Generation



Financial feasibility

Pro forma's **assess the feasibility, profitability and potential financial outcomes** of a real estate development project by integrating the estimates of revenue, expenses, and net income for a specific period of time, typically ranging from several years before the project begins to several years after it is completed. A pro forma provides the **basis for making informed decisions** about financing, investment, and management strategies.

Cashflow Model (Sample)	Year 1	Year 2	Year 3	Year 4+
Revenue:				
Gross Rent:	\$0	\$0	\$0	\$0
Vacancy Loss:	\$0	\$0	\$0	\$0
Effective Net Rent:	\$0	\$0	\$0	\$0
Other Revenue:				
Expense Recovery:	\$0	\$0	\$0	\$0
Total Other Revenue:	\$0	\$0	\$0	\$0
Effective Gross Income:	\$0	\$0	\$0	\$0
Expenses (Operating):				
Insurance	\$0	\$0	\$0	\$0
Maintenance:	\$0	\$0	\$0	\$0
Utilities:	\$0	\$0	\$0	\$0
Property Taxes:	\$0	\$0	\$0	\$0
Leasing commissions:	\$0	\$0	\$0	\$0
Property Management:	\$0	\$0	\$0	\$0
Total Expenses (Operating):	\$0	\$0	\$0	\$0
Net Operating Income:	\$0	\$0	\$0	\$0
Capital Expenditures:				
Land Purchase Price:	\$0	\$0	\$0	\$0
Soft Costs:	\$0	\$0	\$0	\$0
Site Preparation:	\$0	\$0	\$0	\$0
Building Hard Costs:	\$0	\$0	\$0	\$0
Total Capital Expenses:	\$0	\$0	\$0	\$0

Revenue. The amount of income that has been generated by the business. This can be either directly associated with core business activities (Operating Revenue) or generated by other means such as investments (Other Revenue). E.g., sale price, rent, etc.

Expenses. All reoccurring payments made in order to keep the business operations continuing. Excluded are one-time purchases such as machinery, buildings, etc.. E.g., maintenance, cleaning, etc.

Net Operating Income. Otherwise known as net income, this represents the amount of money earned by the business after expenses are paid. It is calculated by the following equation:

$$\text{Revenue} - \text{Expenses} = \text{Profit}$$

Capital Expenditures. Funds used to acquire, or upgrade physical assets such as land, buildings, and machinery. These transactions occur as one-time payments.

Economic Incentives – Local Government Strategies to Incentivize Development

Four common tools used by local governments to enhance development feasibility

Direct Financial Incentives Through Community Improvement Plan*

- Grants and Loans
- Tax Increment Financing

Fee or Tax Based Incentives

- Planning and Development Fee Exemptions
- Property Tax Exemptions



Indirect Incentives*

- Reducing Administrative Hurdles
- Density Bonusing

Below Market Rate Incentives

- Land Deals

*municipal investment in community infrastructure and amenities can encourage direct private investment

Economic Impact – complimenting financial feasibility

Critical step in understanding economic impact of any given development

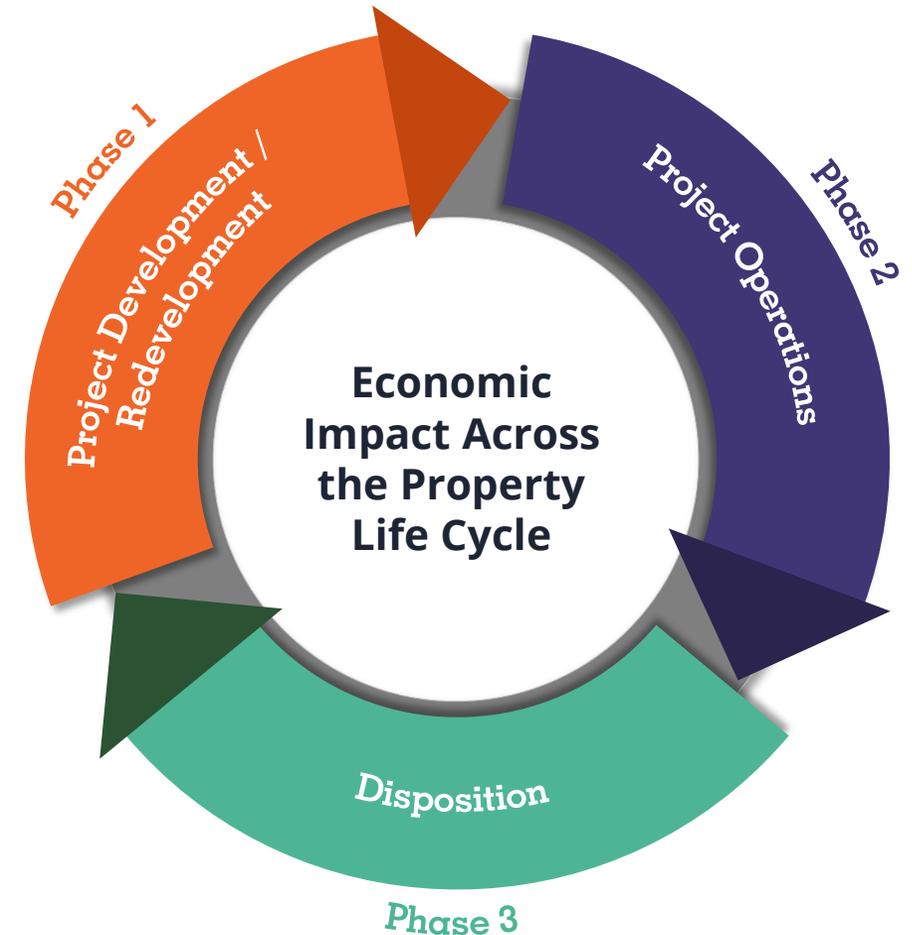
Understanding a projects overall economic impact provides an **important bridge to municipal government** and associated approvals. Economic impact generally provides an estimate of the project's impact on:

- additional gross domestic product (GDP),
- tax revenue,
- employment, and
- labour income

This is a critical step in understanding the potential economic benefits of any given project and can be used as a benchmark should any economic incentive programs be considered.

Background Definitions

- **Direct Impact:** Direct economic impact represents economic value added as a **direct result of construction and operations**. This includes the developers' profits and the wages and salaries directly paid to project staff.
- **Indirect Impact:** Indirect economic impact represents the economic value added resulting from the **demand for materials and services arising from construction and operations**. This is not restricted to value-add associated with direct suppliers of the project, but also includes value-add created throughout the economy as a result of demand for intermediate goods and services related to the project.
- **Induced Impact:** Induced economic impact represents the **value generated as a result of increased household consumption** caused by the increase in wages and salaries that are directly and indirectly generated by the project.



03

Case examples



CASE STUDY

Transit Oriented Development Analysis

Objective: Conduct a comprehensive site, property and market analysis to develop holistic property recommendations on how to optimize the property and station's highest and best use.



Legislative requirements, plans, policies & regulations

- Building Condition Assessments revealing poor state
- Landmark buildings



Feasibility elements

- Social, economic and environmental analysis conducted to identify viable and preferred options
- Explored full market analysis to determine optimal occupants (future)
- Current property vacancies and inefficient use of space enabled the challenge of future use



Innovative & Shifting Strategies

- Shifting ownership and delivery of services
- Executing land leases, demolition, divesting & redevelopment
- Engaging future renovations via ongoing maintenance



CASE STUDY

Social Impact Mixed-Use Development

Objective: Set a new standard for mixed-use development that builds sustainable, economic, environmental and social impact (through the integration of a range of housing, business, retail, cultural and public spaces).



Legislative requirements, plans, policies & regulations

- Zoning supported densification and development
- Established 75% residential density limit



Feasibility elements

- Identified market opportunity to support the development vision (housing, retail and commercial gap)
- Integration of social programming
- Embedded financial and social objectives



Innovative & Shifting Strategies

- Revenue generating uses subsidized tier levels of affordable housing
- Commercial uses selected based on long term local job growth
- Economic development incentives and other government funding opportunities extend investment



CASE STUDY

East Village, Calgary

Objective: Launch a public infrastructure program (City of Calgary and the Province of Alberta) to transform a neglected neighborhood into a vibrant, mixed-use urban community.



Legislative requirements, plans, policies & regulations

- East Village Area Redevelopment Plan (2005)
- City of Calgary established subdivision approvals
- Calgary Municipal Land Corporation (2007), a wholly owned subsidiary of the City of Calgary to implement



Public led investment

- City proactively invested in significant public infrastructure to spur private investment in new residential, commercial, and retail developments.



Innovative & Shifting Strategies (Funding Highlight)

- 20-year Community Revitalization Levy (CRL) to finance the East Village redevelopment project, which allowed them to borrow money to invest in infrastructure improvements and recoup the investment through incremental property tax revenue.
- Funding was supplemented by contributions from other levels of government and private developers



Think BIG.
START SMALL.



Thanks!

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About Avison Young

Avison Young creates real economic, social and environmental value as a global real estate advisor, powered by people. As a private company, our clients collaborate with an empowered partner who is invested in their success. Our integrated talent realizes the full potential of real estate by using global intelligence platforms that provide clients with insights and advantage. Together, we can create healthy, productive workplaces for employees, cities that are centres for prosperity for their citizens, and built spaces and places that create a net benefit to the economy, the environment and the community



Appendix A

About Avison Young



An overview of Avison Young

Our purpose, our voice, and our people-first culture

As a global real estate advisor, Avison Young believes in creating positive impact wherever we go.

At Avison Young, we're driven by a common purpose to create real economic, social and environmental value, powered by people.

What do we mean by powered by people?

Real estate isn't just about buildings, community centres, offices, warehouses or cities.

It's about creating winning conditions for the people, the businesses and the communities in them to thrive.

As a people-centric, collaborative organization Avison Young is in a unique position to create this real value, powered by people.

What do we mean by value?

In addition to traditional measures of asset performance, cost management and yields, real estate value should also incorporate the broader contribution we and our clients can make to the well-being of people, communities, the environment and economies.

Asset owners and occupiers, communities, and our own employees all need to find new ways to realize real estate's full potential.

There is a vital role for our sector to create healthy, productive workplaces for employees, cities that are centers of prosperity for their citizens, and built spaces and places that create a net benefit to the economy, the environment and the community.

**Our sector has an enormous
impact on peoples' lives.
Let's make the most of it.**



An overview of Avison Young

Our purpose, our voice, and our people-first culture

We're informed by richer insight into our markets, our clients and the trends that will affect futures. Our unique ability to see patterns of opportunity makes us nimble in response and always organized around client strategies.

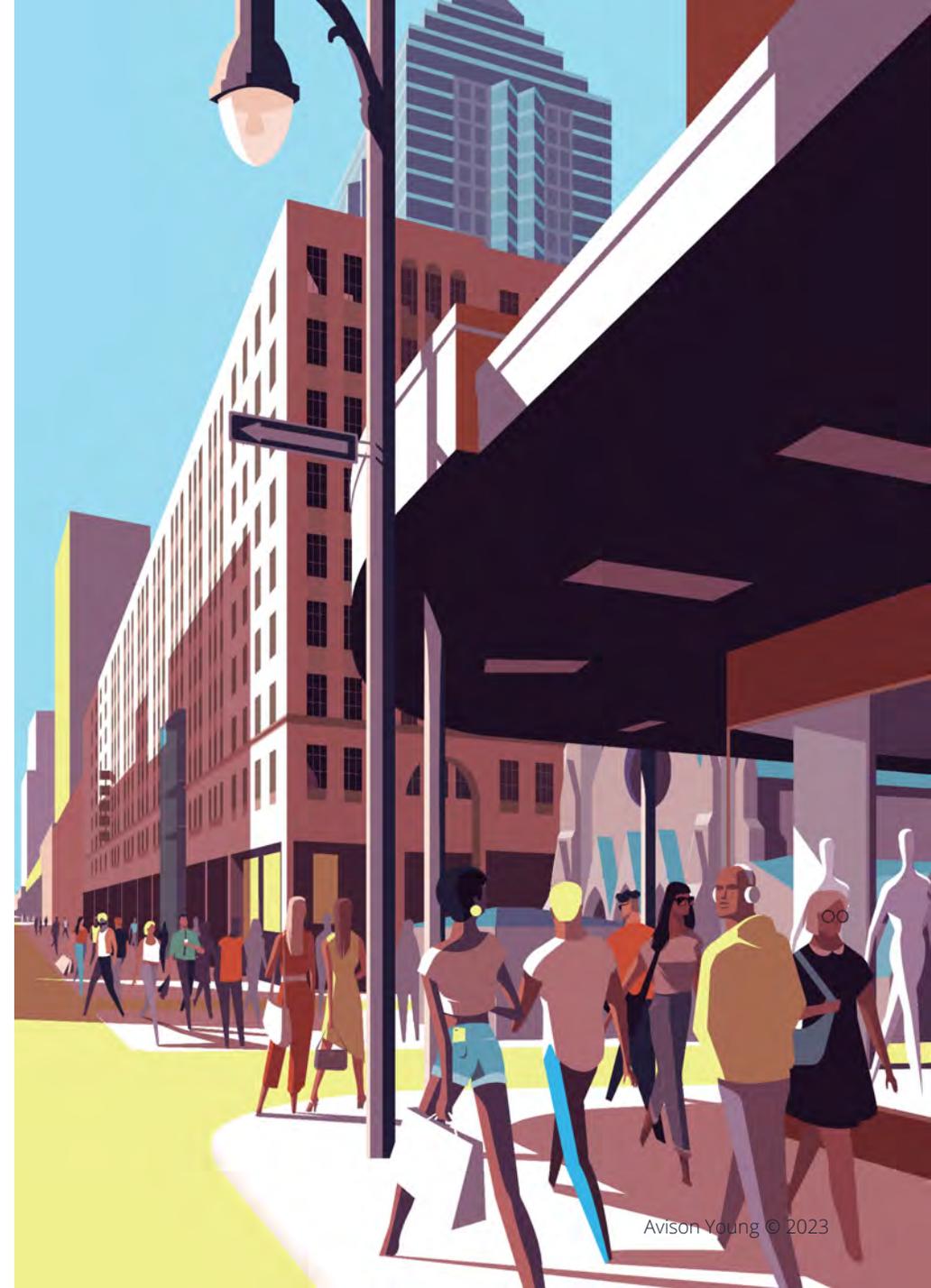
This kind of leadership comes naturally to us because we're powered by people– our key to building great relationships and creating sustainable value for our clients.

How do we do this?

1. **We are a unique engine of collective intelligence** – driven by collaboration and global insight; fueled by local market expertise; and equipped with data and the smartest technology – we translate insight into solutions and advantage.
2. **We believe in the positive impact** commercial real estate can make in the lives of people; we care about what matters to our clients, communities and each other.
3. **We have a people-first culture** – built from day one to be nimble – embracing curiosity, fostering creativity, promoting agile thinking – to achieve greater collective success

What does it mean for the City of Burlington?

The people who make Avison Young who we are, and their families live in the same communities where we serve our clients. By advocating for you, your successes become ours as they directly impact our friends, neighbours and communities. We celebrate your accomplishments. Our commitment allows us to align our interests to yours in order to maximize your business needs and goals.



Driving value through an advisory-led process



01 **Bring deep technical expertise**

Avison Young harnesses the collective intelligence of a culture-based company powered by its people. People with strategic mindsets, and diverse experience collaborating with real estate, financial institution, and investment clients.

Recognition of client team strengths
Our deep dive into finding where we can provide a strategic partnership in bespoke program management.



02 **Data driven insights/analytics**

Market leading understanding and investment in data and technology to achieve our clients' unique, rapidly transforming goals.



Avison Young launched the Vitality Index in September 2021 and has been named to Fast Company's prestigious annual list of the World's Most Innovative Companies for 2022.



03 **Engagement workshops and alignment**

Incorporating client, stakeholders and consultant teams to integrate, collaborate and explore cross functional solutions.

Exploration through collaboration
Our teams working closely together with our clients to better understand the unique challenges of their business.



04 **Innovation toward "Art of the Possible"**

It's not one size fits all. We apply our strengths to compliment our client's strengths through a unique combination of people, process and technology.

Internal decision support	Organizational Integration
Customized technology solutions	Tailored recommendations
Process optimization	Multidimensional data
Consultative transactions	Analysis driven solutions

A FOCUS ON YOUR NEEDS IN A GLOBAL SERVICE

Avison Young's integrated services model

Avison Young has unparalleled experience providing integrated real estate advisory and brokerage services with talented professionals engaged in strategy through implementation across the real estate life cycle.





Sheila Botting FCMC, FRICS, AACI (HONS), MA
Principal & President Americas, Avison Young Professional Services

Sheila Botting joined Avison Young to lead the Americas Professional Services practice and align with the full breadth of services including brokerage, asset and property management, along with global operations. Sheila is also a member of Avison Young's Global Real Estate Executive Committee. Through her executive real estate career, Sheila has led a number of multi-disciplinary real estate teams and assignments across the industry with owners, investors and corporate occupiers alike, earning the reputation as one of the "go to" commercial real estate advisors across the Americas. She has held leadership roles with both Deloitte and Cushman & Wakefield and is an experienced industry executive.

During her tenure as Senior Partner & Canadian Real Estate Leader with Deloitte, Sheila led the firm's own corporate real estate strategy and implementation program across Canada including the almost 2 million sf portfolio including Toronto's Bay Adelaide East tower, Montreal's Deloitte Tower and others across the country. Sheila is a strategic visionary and able to transition programs, property and assets into a long-term vision and strategy - including real estate developments, workplace and alternative assets.

Qualifications and certifications

- Fellow of the Royal Institute of Chartered Surveyors (FRICS)
- Fellow of the Institute of Management Consultants (FCMC)
- Honorary Accredited Appraiser with the Appraisal Institute of Canada (AACI)
- Former University of Waterloo's Pragma Council;
- Former Director of Toronto NAIOP and Chair of the REX awards
- Founding Director of Toronto CREW
- Women's Leadership member at the Urban Land Institute
- CREW Network Global Most Distinguished Women Award (2017)
- WXN's Top 100 Most Powerful Woman Award (2017)
- BizNow's most Powerful Commercial Real Estate Women
- Toronto Junior League's Women at the Top Award (2015)

SELECTED RELEVANT EXPERIENCE

- City of Burlington and Burlington Economic Development Corporation -
- Burlington Downtown BIA and Burlington Economic Development Corporation
- City of Mississauga Lakeview Inspiration Corridor brownfield re-development feasibility, strategy and governance program.
- City Housing Hamilton Strategy for affordable housing and intensification through portfolio strategy
- City of Hamilton Waterfront Transformation and Economic Development Strategy & Implementation Program
- Mixed-use development. SmartCentres Vaughn Metropolitan Center Transit Oriented Development
- **Mixed use development. Metrolinx Transit Oriented Development**
- SmartCentres Vaughn Metropolitan Center
- Mixed use development. Infrastructure Ontario: Ontario Place and Seaton Lands Redevelopment Strategy
- Infrastructure Ontario: Ontario Place Redevelopment strategy
- Canadian real estate investor and developer marketplace
- Mixed use development. Metrolinx Transit Oriented Development
- Canadian real estate investor and developer marketplace



Scott Pickles MBA Architect, AAA FRAIC LEED AP
Principal & Senior Vice President, Canada Consulting Leader
 Consulting Canada

Scott is a seasoned real estate professional with 20+ years of experience providing strategic advisory and infrastructure consulting services across Canada to public, not-for-profit, and private sector clients. He combines technical expertise as a Registered Architect with practical experiences in delivering complex, transformational real estate projects that advance strategy, innovation, and continuous improvement. His experience includes leading projects spanning various real estate sectors, such as commercial, retail, residential building, government-led land development, architecture, design, and owner representation. Scott has become a trusted strategic advisor for governments across Canada due to his ability to build trust among diverse stakeholders, provide leadership, and enable realizable project goals and effective change management throughout all project stages. He is adept at navigating public, not-for-profit, and private priorities and strategies, making informed strategic real estate and infrastructure investment decisions. As a Green MBA and LEED 2.0 accredited professional, Scott is passionate about integrating sustainable development and corporate social responsibility to ensure long-term success.

AFFILIATIONS AND CERTIFICATIONS

- Architect, Alberta Association of Architects (AAA)
- Fellow, Royal Architectural Institute of Canada (RAIC)
- Leadership in Energy & Environmental Design (LEED) 2.0 Accredited Professional, United States Green Building Council (USGBC)
- Master of Business Administration, Managing for Sustainability, University of Colorado at Denver
- Master of Architecture, University of Calgary
- Hons. Bachelor of Arts, Art, University of Lethbridge

EXPERTISE

Service, Strategic & Capital Planning, Government Policy & Process Development, Feasibility Analysis, Business Cases, Sustainable Real Estate Development, Portfolio Program & Project Management, Change Management, Business Process Design & Management Facilitation, Residential & Mixed-Use Housing, Architectural Consulting

SELECTED RELEVANT EXPERIENCE

- Metrolinx Greater Toronto Area Bus Facility Real Estate Options Analysis, ON
- ARC, Development Advisory (Feasibility & Market Analysis), Atlanta, GA
- VIA Rail Canada Site-specific Transactions Plan, Multiple Locations
- Athabasca University Land Use and Real Estate Development Advisory, Athabasca, AB
- Department of Municipal Affairs & Housing, Province of Nova Scotia – Neighbourhood Options Analysis for Affordable Housing Site (Confidential), Halifax, Nova Scotia
- City of Winnipeg South Winnipeg Recreation Campus Business Case, Winnipeg, MB
- City of Burnaby Capital Projects Delivery Services, Burnaby, BC
- City of Calgary 2019-2022 Service Plans & Capital Budgets
- City of Calgary 2015 Off-Site Levy / Community Services Charge
- City of Calgary Capital Investment Feasibility Studies Infrastructure
- City of Calgary Community Services Infrastructure Investment Plan
- Toronto Water, City of Toronto – 2019 Long-Term Direction for the Basement Flooding Protection Subsidy Program
- Indigenous Services Canada Atlantic First Nations Water Authority Federal Government Strategic, & Financial (Operating & Capital) Business Case, Dartmouth, NS
- YMCA Calgary, Capital Master Plan & Investment Options Analysis, Calgary, AB
- Child Development Institute, Portfolio Highest and Best Use Analysis, Toronto, ON
- The Association of Alberta Public Charter Schools Design of a Charter Hub Model. Edmonton & Calgary, AB
- Conseil des écoles fransaskoises Opportunity & Options Analysis, Prince Albert, SK
- Brantford Police Services Accommodations Analysis, Brantford, ON

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