

Green Paper¹

Section 3: The City of Brampton’s Labour Market and Economic Case for Brampton University

3.1 Introduction

The City of Brampton is in the midst of a deliberate, significant and thoughtful transformation. We are building an innovation economy that supports and encourages local economic growth. We are becoming a new Brampton. Today’s Brampton is bold and exciting. This transformation is dependent on business growth and investment and addressing the dramatic social, technological and environmental changes that are impacting the future of work.

*“Brampton’s Labour Market and Economic Case for Brampton University” was written prior to the onset of the COVID-19 pandemic and its unprecedented impact on our economy. In response to the significant impacts of COVID-19, Brampton has developed the Economic Recovery Strategy, which will bring resiliency and a competitive advantage to the Brampton economy. This will be achieved with a focus on four cornerstones: fully adopting our **innovation and technology transformation**, seizing opportunities to attract **investment**, expediting **infrastructure** projects and shifting the paradigm through which the **arts and creative sector** serves as the beating heart of Brampton. As shown below, at the centre of these cornerstones, holding them together, are talent and diversity. Talent has become an even more important element in building Brampton’s economy, and Brampton University is a key component in our enhanced focus on talent to move our City into the future.*



¹ Disclaimer: The City makes no representations or warranties regarding the content of this report or the establishment of a Brampton University.

3.2 The City of Brampton's Economic Development Focus

Business Retention and Expansion – Working closely with businesses in the City of Brampton, the Economic Development Office, “Invest Brampton”, engages to solve issues, provide solutions and help build the business case to grow in the City.

Building an Innovation District – To be competitive in the Innovation Corridor, the City of Brampton is putting the necessary building blocks in place to support a robust Innovation District with resources available to support entrepreneurs at every stage of their journey. The Innovation District includes the Rogers Cybersecure Catalyst, Brampton Entrepreneur Centre, Ryerson-Brampton Innovation Zone, Centre for Innovation and the Research Innovation Commercialization (RIC) Centre.

Attracting Foreign Direct Investment – The City recently developed a FDI plan to generate leads and attract FDI. FDI will bring jobs, bolster the economy, augment the supply chain and diversify the tax base. This plan will raise the City of Brampton's profile globally as a competitive place to do business.

To successfully grow the City's economy and create jobs, businesses must have access to talent and a skilled workforce.

3.2.1 The Global “War for Talent”

McKinsey & Company coined the term “war for talent” in 1997.² It refers to the increasingly fierce competition to attract and retain employees at a time when too few workers are available to replace the baby boomers now departing the workforce in advanced economies.

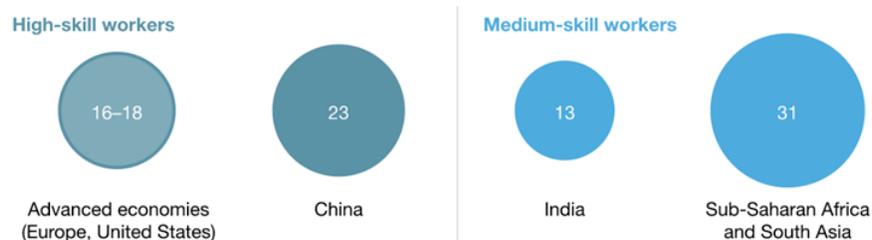
“Failure to attract and retain top talent” was the number-one issue in the Conference Board's 2016 survey of global CEOs³—before economic growth and competitive intensity. In more complex jobs, this will continue to be true as baby boomers (and their long experience) exit the workforce and technology demands skills that are more sophisticated.

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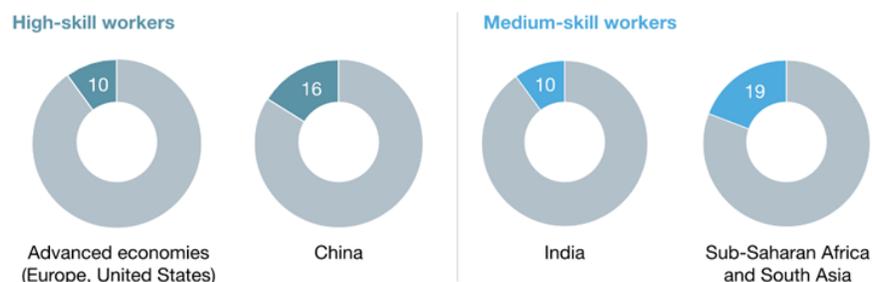
²<https://www.mckinsey.com/business-functions/organization/our-insights/discussions-on-digital-the-new-war-for-talent#>

³ Conference Board CEO Challenge 2016: <https://www.conferenceboard.ca/e-library/abstract.aspx?did=7696&aspxautodetectcookiesupport=1&pf=true>

Predicted shortage of talent by 2020, millions



Predicted shortage of talent by 2020, % of total demand



<https://www.mckinsey.com/business-functions/organization/our-insights/attracting-and-retaining-the-right-talent>

A McKinsey Global Institute study suggests that employers in Europe and North America will require 16 million to 18 million more post-secondary-educated workers in 2020 than are going to be available. Companies may not be able to fill one in ten roles they need, much less fill them with top talent. Yet in advanced economies, up to 95 million workers could lack the skills required for employment.⁴

Availability of a skilled workforce consistently ranks in the top three decision factors to attract Foreign Investment (FDI Intelligence).⁵

Site Selection Magazine's annual Site Selectors' survey asked respondents to list the top site location factors for business expansion and greenfield investment – number one in 2019 was workforce availability. This is consistent with other industry surveys, including Area Development Magazine, which found the same.⁶ In the 2019 State of Site Selection report, it is discussed that it is not only important for communities to demonstrate the depth of the existing workforce but that the pipeline of talent will also support future workforce needs. Also within the "State of Site Selection," there is a quote from

⁴<https://www.mckinsey.com/~media/McKinsey/Featured%20Insights/Future%20of%20Organizations/Skill%20shif t%20Automation%20and%20the%20future%20of%20the%20workforce/MGI-Skill-Shift-Automation-and-future-of-the-workforce-May-2018.ashx>

⁵ FDI Intelligence Report 2019: [https://s3-eu-west-](https://s3-eu-west-1.amazonaws.com/minisites.specialist.titles/fdiintelligence.com/report/2019/files/The_fDi_Report_2019.pdf)

[1.amazonaws.com/minisites.specialist.titles/fdiintelligence.com/report/2019/files/The_fDi_Report_2019.pdf](https://s3-eu-west-1.amazonaws.com/minisites.specialist.titles/fdiintelligence.com/report/2019/files/The_fDi_Report_2019.pdf)

⁶ <https://siteselection.com/issues/2019/jan/>

Glenn Cooper, SVP of Corporate Real Estate from Charles Schwab and Company. “The key thing is finding where the right talent is going to be in the future.”⁷

3.2.2 Reskilling and Upskilling

Businesses need Post Secondary partners to be nimble, to provide tailored programs and be flexible to address their workforce needs.

In companies that participated in a recent McKinsey survey,⁸ executives responded that they are increasingly investing in retraining and “upskilling” existing workers as an urgent business priority.

Among this group, 66 percent see “addressing potential skills gaps related to automation/digitization” within their workforces as at least a “top-ten priority.” Nearly 30 percent put it in the top five. The driver behind this sense of urgency is the accelerating pace of enterprise-wide transformation.

There are many examples across the United States of successful partnerships between Industry and Post Secondary Institutions. Consider the partnership between the University of South Florida and Citigroup in Tampa. This partnership has implemented a customized curriculum that develops the skill sets that Citigroup needs to support its fintech operations, especially its rapidly growing anti-money laundering (AML) operations.

University-Fintech (financial technology) partnerships are not limited to enhancing the skills of recent graduates entering the workforce. For example, in September 2018, Florida International University (FIU) partnered with Fintech Americas to launch its Banking Innovation and Transformation Continuing Education Program. The program is designed for mid-career banking professionals who want to become knowledgeable and proficient on the innovative trends, technologies, and strategies that bankers and banks need to transform in the digital age.⁹

3.3 Alignment with the Economic Development Master Plan

In 2018, Brampton City Council approved a new Economic Development Master Plan. It addressed the need for partnership with the private and public sector, including activity to build linkages with post secondary education institutions. *As mentioned, Brampton University is also aligned with the new Economic Recovery Strategy.*

⁷ <https://siteselection.com/issues/2019/jan/state-of-the-states-2019.cfm>

⁸ <https://www.mckinsey.com/~media/McKinsey/Featured%20Insights/Future%20of%20Organizations/Skill%20shift%20Automation%20and%20the%20future%20of%20the%20workforce/MGI-Skill-Shift-Automation-and-future-of-the-workforce-May-2018.ashx>

⁹ <https://www.areadevelopment.com/ContributedContent/Q3-2018/university-partnerships-advance-fintech-landscape-florida.shtml>

3.3.1 The Need for Focused Partnerships

Brampton needs:

- Partnerships with post-secondary educational institutions and local businesses aimed at talent attraction and retention Initiatives on workforce expansion
- Program initiatives or partnerships that promote employment opportunities and skill-development for workforce expansion in growing sectors.

The City looked at six comparator cities to understand lessons learned and best practices from cities with experiences similar to the City of Brampton.

3.3.2 The Need for Entrepreneurial Programming

A key component in the City of Brampton's economic growth is its entrepreneurs. The city has invested in its local entrepreneurs through spaces such as the Brampton Entrepreneur Centre, the Brampton Innovation District as well as through entrepreneurial programming. Continuing to foster a culture of start-ups and entrepreneurship will become increasingly more important in the war for talent. So, Brampton University's degree offerings must include focused, dynamic and hands-on course selection for aspiring entrepreneurs looking to build highly scalable businesses.

The City of Brampton has adopted a start-up culture where entrepreneurs can be given the opportunity to prosper. Between the various investments described in the graphic overleaf, the City of Brampton is dedicated to helping small business owners and entrepreneurs to succeed and accelerate their growth in today's ever-changing business market. The Innovation District that the city is creating in the downtown is designed to allow different organizations to interact and collaborate to identify and take to market new ideas that solve social and commercial challenges. Depending on the stages of growth, the resources available in the Innovation District will provide a platform for new ideas to be shaped and existing revenue generating businesses to scale up.

The Innovation District provides opportunity for small business to stay close to home while receiving continued access to business support services such as mentorship, financing and marketing in addition to the thousands of Brampton University students and hundreds of Brampton University professors who will also be on hand to support the growth of small (and large) businesses and start-ups. The Innovation District will also add to employment growth in Brampton through the commercialization of new products and services, again with ready access to student and professorial talent.

Students of Brampton University will have full access to the Innovation District, which connects back to the student experience: a focus on skills development through co-ops, experiential learning and entrepreneurship thereby providing students with opportunities that allow them to connect their classroom learning with real-world experiences — ones that often bring them in contact with local organizations and businesses (see Section 2 for the Teaching and Learning Strategy that will support this philosophy). All students at Brampton University, regardless of their program, will have the opportunity to engage in experiential learning relevant to local businesses and social enterprises. Faculty and

teaching staff will be able to utilize Brampton’s co-working spaces to see students engage with entrepreneurs and become an integral part of the start-up scene.



3.4 The City of Brampton’s Key Sectors

In Section 2, we set out how the organization of Brampton University’s programs will closely follow potential growth sectors identified by the Government of Canada, all of which are relevant to Ontario and all of which will provide opportunities to Brampton University graduates. Below we set out our sectoral strategies for the City of Brampton.

3.4.1 Advanced Manufacturing Sector



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The City of Brampton's advanced manufacturing sector generates 30% of the City's economic output, and employs nearly 25% of Brampton's workforce within 1500 companies.¹¹ This sector specializes in custom manufacturing as opposed to bulk production. Advanced manufacturing requires both unskilled and skilled labour. Both groups require significant company investments in on-the-job training to support employee growth and occupational safety. Unfortunately, skilled labour (typically trained in the trades or engineering) are in short supply, thereby inhibiting growth. This reinforces the importance of strengthening Brampton's workforce through post-secondary education, providing seamless opportunities from applied skills to apprenticeships to full degree programs

Despite global advancements in automation, the Advanced Manufacturing sector does not expect to see much short-term disruption due to the specialized nature and requirements of the sector. However, to prepare for automation, the sector will inevitably see an increased demand in software operators and robotics technicians who can operate machinery at manufacturing facilities. Data scientists will also be in growing demand since understanding data from manufacturing facilities will be crucial to optimizing supply chain, logistics and other operations.¹²

3.4.2 Innovation and Technology Sector

¹⁰ <https://www.brampton.ca/EN/Business/investbrampton/Documents/Sector-Profile-Advanced-Manufacturing.pdf>

¹¹ City of Brampton. (2020). Economic development- Advanced manufacturing. Retrieved from: <https://www.brampton.ca/EN/Business/economic-development/Key-Sectors/Pages/Advanced-Manufacturing.aspx>

¹² Interview, Sector Manager, Advanced Manufacturing (Feb 2020)

Brampton is located at the centre of the Toronto-Waterloo Innovation Corridor, an ecosystem that links talent, educators, investors, entrepreneurs and high-growth firms.



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The Innovation and Technology sector is experiencing a rapid growth trajectory in the City of Brampton, consistent with global trends. There are 200 technology-focused companies operating in the City, employing 12,000 employees.¹⁴ The City of Brampton is geographically located in the Toronto-Waterloo Region Corridor, which is North America's second largest Information and Communications Cluster. The City of Brampton also has the strategic opportunity of tapping into a talent pool north of the 401 Highway, rather than exclusively competing for talent from Toronto. This sector often has a higher number of start-ups, who are incentivized to set their headquarters in the City because of the relative lower cost of rent and living.¹⁵

The City of Brampton's growing innovation and technology sector offers residents an opportunity to reduce their commute and situate themselves with a Brampton-based company. The City recognizes that one of the main benefits that Toronto has over the City of Brampton is a more lively arts, culture and entertainment environment. Therefore, critical to attracting and retaining top talent is a strong arts and entertainment district which may be fully integrated with downtown, urban Brampton University campuses.

To facilitate local development of these skills, Brampton University and its academic partners will integrate employer partnerships i.e. work integrated learning with academic programming (see Section 2). Experience-based learning will be critical to ease students' transition to the work environment and to enhance the effectiveness of students already in full or part-time work.

¹³ <https://www.brampton.ca/EN/Business/investbrampton/Documents/Sector-Profile-Innovation-Technology.pdf>

¹⁴ City of Brampton. (2020). Economic development- Innovation and technology. Retrieved from: <https://www.brampton.ca/EN/Business/economic-development/Key-Sectors/Pages/Innovation-and-Technology.aspx>

¹⁵ Interview, Sector Manager, Innovation & Technology (Feb 2020)

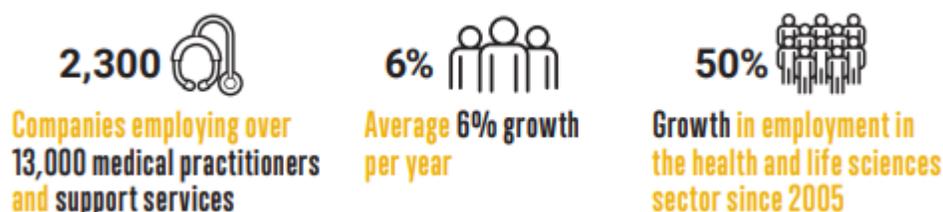
3.4.3 Food and Beverage



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Food and beverage is a key sector for the City of Brampton, generating over \$2 billion annually for the City and employing 9,000 people in more than 150 manufacturing, processing, and support industries.¹⁷ Despite the importance of this sector, it is lagging behind in adopting automation and digitization for processing.¹⁸ The industry will require support to invest in automation, while also ensuring worker safety, to increase the quantity and quality of production in the food and beverage sector.

3.3.4 Health and Life Sciences



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The City of Brampton's health and life sciences sector directly and indirectly employs 12,000 people across more than 800 companies. The sector is experiencing an average 6% annual growth, in part due to the City of Brampton being located in North America's third-largest biotechnology cluster.²⁰ This is

¹⁶ <https://www.brampton.ca/EN/Business/investbrampton/Documents/Sector-Profile-Food-Beverage.pdf>

¹⁷ City of Brampton. Economic development- Food and beverage. Retrieved from: <https://www.brampton.ca/EN/Business/economic-development/Key-Sectors/Pages/Food-and-Beverage.aspx>

¹⁸ Interview, Sector Manager, Food & Beverage (Feb 2020)

¹⁹ <https://www.brampton.ca/EN/Business/investbrampton/Documents/Sector-Profile-Health-Life-Sciences.pdf>

²⁰ City of Brampton. (2020). Brampton economic development- Health & life sciences. Retrieved from: <https://www.brampton.ca/EN/Business/economic-development/Key-Sectors/Pages/Health-and-Life-Sciences.aspx>

further supported by the City's \$500 million world-class Peel Memorial Centre for Integrated Health and Wellness (PMC).²¹

The Health and Life Sciences sector too will benefit from specialized academic programs, short courses, and accreditation in areas such as digital health technologies research and development, management of clinical trials, AI in drug manufacturing processes, health regulations and policy development, and specific training in medical lab technologies and diagnostics with the use of clean lab facilities.

There is a growing need to research and develop new tools and techniques to manage diabetes in Canada and around the world. Based on the work at Osler and with several private sector firms, there is an opportunity to use Brampton University to lead the development of a 'Centre of Excellence' for diabetes research and development using the City of Brampton's unique population base as the core for that specific health population skills development. This kind of health innovation can be fostered at Brampton University in digital health applications by supporting the matching of Canadian and global markets along with leading researchers to local health system and start up coming.

Emerging skills in the growth of health and life sciences can be supported by local training programs driven by input by key City of Brampton firms in this sector. Specific focus areas for the City will include diabetes, cancer care, cardiac management, and recreation and exercise as a more holistic approach to wellness. Start up company support for matching global market needs to local skills and digital start ups, will be an important part of the City of Brampton's innovation culture. The ongoing need for medical lab technical training and development will be a key to supporting several of our key diagnostic firms in Brampton. Management of labs, processing and manufacturing of pharma products, medicine, including naturopathic medicine and new approaches to mental health will continue to support the city's vision of a being a centre of preventative care in research and development of new tools, techniques, drugs, and approaches to community and home care.

3.3.5 Cyber Security

With the increase in cloud, mobile computing and the Internet of Things, as well as advanced targeted cyberattacks and cyberterrorism across the globe, the need for a stronger cybersecurity workforce is critical.

The demand for cybersecurity professionals is outpacing the supply of qualified workers, with highly technical skills the most in need across all countries surveyed. In fact, skills such as intrusion detection, secure software development, and attack mitigation were found to be far more valued than softer skills including collaboration, leadership and effective communication.

The Rogers Cybersecure Catalyst was announced in Fall 2018. This important initiative will empower Canadians and Canadian businesses to take full advantage of the opportunities, and tackle the serious

²¹ City of Brampton. (2017). Perspective: Brampton's health and life sciences: Building a unique health cluster. Retrieved from: <https://www.brampton.ca/EN/Business/economic-development/Key-Sectors/Documents/Perspective-Brampton.pdf>

challenges, of cybersecurity, through training and certification; commercial acceleration and support for cyber scale-ups; applied research and development; and public education.

The Rogers Cybersecure Catalyst is driven by strong partnerships with industry leaders in Brampton, and across Canada. The Catalyst's collaborations with governments and public agencies focuses on ensuring Canada's economic security and global competitiveness in cybersecurity.

3.3.6 Logistics and Transportation

As one of the key foundations for manufacturing, trade and growth, logistics is a strategic component of every economy. The sector can also contribute significantly to job creation. All of Brampton's key sectors are supported by a robust logistics and transportation industry.

The World Bank's Logistics Performance Index found that many countries face a significant skills gap in the logistics sector, especially at the managerial level. Similarly, several studies conducted in emerging economies such as China, India, and South Africa report shortages of supply chain talent.

In that context, emerging economies must tackle two critical challenges in order to develop a competitive logistics sector:

- How can governments plug the skills gap in logistics?
- How can the sector cope with the rapid changes brought about by technology, such as warehouse automation “freight uberization” or online platforms matching demand and supply, and their impact on the labor market?

Brampton University can help address this gap and foster collaboration across key sectors while including the transportation and logistics sector as an important partner.

3.4 Business Outreach

As part of our establishing the case for Brampton University, we tested our model and our assumptions on a number of key employers. Overwhelmingly the City of Brampton's largest employers report that access to talent is their primary business concern. In addition, they have shared the importance of Brampton University providing opportunities for experiential learning, being agile enough to respond quickly to changing workforce demands, and emphasizing the need for private sector and industry to have meaningful governance role in Brampton University.

A key message to date has been the recognition that current post-secondary education providers do not generally equip students with the non-technical skills they need to fill the vacancies in their businesses. There is some synergy with the college sector on employability issues. There was general support for the idea of joining an ‘Employers Advisory Council’ to inform Brampton University programming, and to contribute to the governance systems of the new institution.

Specific observations included:

- A number of employers said they struggled to recruit employees with soft skills that they felt would be ‘a good fit’ and who could grow with the organization.
- Employers are seeking ‘learning agility’ and continuously developed transferable skills that will be vital for future workplaces.

Specific proposals included:

- Ensuring professors have industry experience where appropriate and/or that they involve employers in the delivery of course content.
- Logistics and supply chain management education may be beneficial for all businesses, not just those directly involved in logistics.

3.5 The City of Brampton Vision 2040 - Overview

There are significant locations for growth identified in the City of Brampton’s Vision 2040, which will provide the opportunity build infrastructure and facilities that will support the different components of Brampton University and its associated Brampton University System. While Brampton University will act as a catalyst for these growth locations, the nodes will in turn provide for many elements of the student experience.

The growth nodes will provide access to support services such as health services, food services, arts and culture, recreational and open space amenities where students can take part in extracurricular activities and events. Students do not necessarily need to leave after finishing school but can spend time enjoying other parts of the urban environment, which in turn will support the economic vitality of these nodes.

These nodes will have the greatest access to transportation including the public transit that is currently available and forthcoming service to the Hurontario LRT, Queen Street BRT, Go Train and Go Bus.

These services, delivered to university standards, will include spaces for library facilities, incubation and innovation, shared study and meetings activities, and to the extent possible, events, clubs and student organizations, industry partnerships, recreation, food services, and other services to support the student experience.²²

These nodes include the Bramalea City Centre, Uptown (RioCan REIT 22 hectare site at the North West corner of Steeles and Hurontario), and the Downtown.

Downtown

A significant university presence in the City of Brampton aligns with the Growth Plan for the Greater

²² <https://www.brampton.ca/EN/City-Hall/Documents/Brampton2040Vision/brampton2040Vision.pdf>

Golden Horseshoe, 2017 and in particular will benefit and support the long term growth plans of the City's downtown core, in direct alignment with the planning objectives noted above.²³

In accordance with the Growth Plan, investment in public service facilities, libraries and schools should work to be planned and located to keep pace with changing needs, maximize existing infrastructure and to support the achievement of complete communities, co-locating services in community hubs and prioritizing strategic growth areas as appropriate. The City is currently planning for the construction of the Centre for Innovation (formerly the Centre for Education, Innovation, and Collaboration) in the downtown, which will include a new library, incubation, and flexible office space that complement and/or accommodate post secondary ambitions for the downtown.

Brampton University students and faculty will bring economic vitality and energy to the downtown and support a variety of existing and future uses. The City of Brampton expects the presence of Brampton University to contribute to the employment intensification for the downtown area. Downtown employment intensification is a goal described in the Growth Plan and entrenched in the City's Official Plan.

A physical Brampton University development in the city of Brampton will contribute to growth around the major transit hub of the City's downtown. One of the most significant advantages of locating on the Metrolinx property is its proximity to transit service, which includes GO Train service between Kitchener and Waterloo and bus service that connects Downtown with the rest of Brampton and the GTA.

Downtown Brampton forms a crucial part of transit connectivity within Brampton and beyond. It is the future connection point between GO Regional Express Rail, extension of Hurontario-Main LRT and Rapid Transit along Queen Street.

Metrolinx is working with City staff on the Initial Business Case for Bus Rapid Transit on Queen Street, which will provide a critical link in the larger, inter-regional corridor connecting. Another exciting transit project that is in the environmental assessment phase is extending the planned Hurontario LRT from the Brampton Gateway Terminal at Steeles Avenue to the Brampton GO station, another key transit priority and city-building project. The LRT project will play an important role in the long-term rapid transit network in Brampton, and will be essential for supporting the sustainable growth and evolution of Downtown Brampton.

3.6 The Expected Economic Impact of Brampton University

Brampton University aims to become to a fully comprehensive public university with around 30,000 students by 2040. This is anticipated to drive approximately \$750m in institutional expenditures, up to \$1.5 billion in annual local economic impact and up to up to \$7 billion in total economic impact. These projections are based on a range of economic impact studies undertaken in the last ten years across Canada. Table 3.1 (below) uses data from universities located in similar cities to Brampton (i.e. population, economic sectors etc).

²³ <https://www.brampton.ca/EN/City-Hall/Documents/Brampton2040Vision/brampton2040Vision.pdf>

An Economic Impact Statement conducted in 2017 supported the City of Brampton's proposed Downtown University and Centre for Innovation (CFI, formerly the CEIC).²⁴ Based on a model of a university with 5,000 students paired with an active CFI, the gross (one-time) economic construction impact was predicted at \$678.8m, with \$538.4m remaining in Brampton. The operating and student/visitor spending ongoing impact was estimated at \$361.7m per year, with \$286.4m per year estimated to remain in Brampton.

Given the current estimate of at least 30,000 students for Brampton University by 2040 (i.e. 6 times the assumption used in the CFI Economic Impact Statement), the CFI economic impact could be scaled to project at least \$2bn (billion) annually in direct local economic impacts,

The economic impact reports described in Table 3.1 used very similar methodology (see definitions for criteria included for each economic impact category). Note that study methodologies were not identical, meaning data were sometimes reported differently.

While the expenditure multiplier varies by institution, evidence supports the expectation of a significant multiplier for the Province of Ontario's investment in Brampton University. For example, the 2009 University of British Columbia Economic Impact report suggested a government investment multiplier of ten. That means that for every tax dollar invested, taxpayers receive \$10 in benefits. This multiplier is a result of growing expenditures from faculty and staff, students, and visitors as the money re-circulates in the economy.

²⁴ City of Brampton, Centre for Education, Innovation and Culture. (2017). Economic impact study. Retrieved from: <https://www.brampton.ca/EN/City-Hall/University/Pages/Economic-Impact-Study.aspx>

University	# of Students	Total Economic Impact (CAD\$/year)	Direct Local Economic Impact (CAD\$/year)	Direct Economic Expenditures (CAD\$/year)
1. University of Guelph (Guelph, Guelph-Humber and Ridgetown) (2018 study)	30,000 ²⁶	\$7.2 billion ²⁶	\$1.6 billion ²⁶	\$789 million ²⁶
2. University of Ottawa (2012 study)	41,500 ²⁸	\$4.1 billion ^{27,4}	\$1.2 billion ²⁸	\$782.4 million ²⁸
3. McGill University (2010 study)	35,300 ²⁹	\$5.2 billion ²⁷	\$1.0 billion ²⁹	\$921.0 million † ²⁹
4. University of British Columbia (2009 study)	30,342 ³⁰	\$10.1 billion ³⁰	\$2.5 billion ³⁰	\$1.9 billion ³⁰

²⁵ **Definitions:** *Direct Economic Expenditure* is defined as a university's staff, faculty and students spending. This includes expenses on faculty and staff wages, goods and services, contractors to maintain university infrastructure, IT costs, library maintenance costs, and other professional services required for a university's operations. *Local Economic Impact* is defined as money that enters, and recirculates in, the local economy based on a university's activities. This includes direct economic expenditure from a university, along with indirect and induced local impacts. Induced impacts are extra spending based on higher incomes associated with university educations. Local economic impacts include student spending on local goods and services (i.e. rent, restaurants, entertainment, etc.), spending from university visitors, spending from university staff, etc. This number includes retention of university students post-graduation that contribute to the local economy. *Total Economic Impact* is defined as money that enters the larger economy (e.g. province or country) from direct and indirect university activities.

²⁶ KPMG & University of Guelph. (2018). Highlights: Economic impact report. Retrieved from:

<https://news.uoguelph.ca/2018/06/university-guelph-7-2-billion-impact-report/>

²⁷ The Conference Board of Canada. (2014). The economic impact of post-secondary education in Canada.

Retrieved from: <https://www.conferenceboard.ca/temp/49587c34-f6eb-45ce-aca4-23f975e56d69/6607-SPSE%20Economic%20Impact-RPT.pdf>

²⁸ Diaz, V., Mercier, P., and Duarte, S. (2012). Economic impact study. University of Ottawa. Retrieved from:

https://www.uottawa.ca/institutional-research-planning/sites/www.uottawa.ca.institutional-research-planning/files/economic_full_report_eng.pdf

²⁹ SECOR. (2010). McGill University: Driving excellence and prosperity in Quebec. Retrieved from:

https://warwick.ac.uk/research/warwickcommission/chancellorscommission/resources/secondary_research/mcgill_university_driving_excellence_and_prosperity_in_quebec.pdf

³⁰ Sudmant, W. (2009). The economic impact of the University of British Columbia. Planning and Institutional Research, UBC. Retrieved from: https://president.ubc.ca/files/2013/02/economic_impact_2009.pdf

5. University of Waterloo (2019 study)	37,372 ³¹	\$2.5 billion ³¹	\$1.2 billion ³¹	\$852.9 million ³¹
6. University of Calgary (for 2009/2010 fiscal year)	31,000 ⁸	\$7.9 billion ³²	\$1.3 billion ⁸	\$1.0 billion ⁸
Notes: ‡ This value only includes the University's operating and investment expenditures (i.e. excludes student spending).				

3.6 Summary and Implications for Brampton University

There is a demonstrable economic development opportunity for the City of Brampton by attracting and retaining skilled talent prepared for the future of work. Brampton University must actively support deep community and cultural connectivity by attracting students and retaining residents.

Brampton University and its partners in the Brampton University System must support and utilize entrepreneurial/start up infrastructure and development of an Innovation District to attract employers.

The University must respond proactively to existing public and private sector employers, i.e. the business community to meet the talent needs of Brampton sectors and industry partners, small, medium and large.

Successful training programs often rely on input from or partnerships with employers and industry partners in order to direct trainees to invest in courses and fields of study relevant to available jobs. Without this type of collaboration, newly trained or retrained workers may find themselves without the skills needed by industry, skills that are required for long-lasting labor market success. Brampton University must involve employers in program design, development and delivery as well as in the strategic governance of the institution.

³¹ Deloitte. (2019). University of Waterloo economic impact assessment, 2017-2018. Retrieved from: <https://uwaterloo.ca/about/reports/university-waterloo-economic-impact-report>

³² Office of Institutional Analysis. University of Calgary economic impact report. Retrieved from: http://people.ucalgary.ca/~icweb/flippable/Economic_Impact_Report/Economic_Impact_Report.pdf

3.7 Recommendations for the Province of Ontario

Based on the forgoing we recommend:

- 1) The Province should seek to use the City of Brampton, Brampton University, and the Brampton University System as an exemplar of post-secondary integration with economic development.
- 2) The Province should join with the City as an investor in novel programming that embraces the future needs of employers and the aspirations of future employees with respect to work integrated learning and other experiential modes of learning.