SANTIS

CBRE

Identifying the Needs for Lab Space in Brampton

November 7th, 2024

MEMORANDUM

To:	City of Brampton
From:	CBRE and Santis Health
Date:	November 7, 2024
Subject:	Identifying the Needs for Lab Space in Brampton, Final Insights & Analysis

1. Study Background and Goals

The City of Brampton ("the City") has made the life sciences sector a cornerstone of its economic development strategy for years. As the City reflected on the key ingredients required to advance its regional innovation ecosystem, the Economic Development Team hypothesized that a lack of sufficient lab space could be impeding the development of the ecosystem in Brampton. Two years ago, City Council also recognized the opportunity and put together a MedTech Task Force to focus on and build This shortage of lab space is much more than a Brampton challenge: a 2022 report from the Wet Lab Coalition led by Toronto Global helped illuminate the critical shortage of lab space across Ontario - and in particular across the GTHA.

After identifying this potential need, the City issued a Request for Proposal for an external advisor who could help conduct a wet lab feasibility study looking at two critical components - 1) is there demand for this type of asset in Brampton, and 2) does Brampton have the essential elements from an ecosystem standpoint. CBRE was the successful respondent, working in partnership with Santis Health.

The results of our joint analysis can be found in the slide deck that follows as an attachment. This Memo is intended to serve as an Executive Summary, capturing the purpose of this project, the process we followed, the key findings we gathered, and the core recommendations we're offering.

2. Study Approach

Our study design was built around two complementary pillars of analysis:

a) Ecosystem Analysis
b) Real Estate Analysis

2.a. Ecosystem Analysis

45 Minute, online semi-structured stakeholder interviews were conducted. An informal and adaptive approach where interviewees were provided a short list of four foundational questions

in advance (Box 1).

Box 1. List of foundational interview questions

Overall interview questions:

1. *What is the current state of lab space in Brampton?*
2. *Do you feel Brampton has the pieces/components for a thriving life sciences ecosystem?*
3. *What is the optimal location for new lab space in Brampton?*
4. *What would success look like for lab space in Brampton in 2 years? In 5 years? And how will you know that you're on the right track?*

In partnership with Brampton's Economic Development Team, we developed a list of organizations in the Life Sciences ecosystem that were relevant to our study based on five target groups: (1) Government, (2) Academia, (3) Healthcare, (4) Industry, and (5) Ecosystem Partners. Once we identified all the relevant organizations, we mapped the potential stakeholders to interview in a stakeholder list, which was reviewed and validated by the City of Brampton.

The City of Brampton sent the initial outreach to the stakeholders, and the CBRE and Santis Health teams conducted the interviews jointly. We conducted 27 interviews, one per institution, which meant group interviews in some cases (see the **slide deck** included as an attachment for the list of stakeholders interviewed). Of the 27 total interviews, 2 of them were stakeholders from the government, 1 from local healthcare, 12 from the industry, 3 from academic institutions, and 9 were ecosystem partners (Box 2).

Box 2. Organizations Engaged in This Study

2.b. Real Estate Analysis

Our approach for the real estate analysis focused on two key aspects: assessing demand (both external to, and from within Brampton) and leveraging location intelligence. To estimate the demand for laboratory space and evaluate its viability, market outreach was conducted using CBRE's proprietary "Tenants in the Market" list, alongside identifying and assessing the needs of key local institutions and industry.

For identifying the ideal location for a thriving life science asset, several criteria were analyzed. These included the presence of demand and industry clusters, transportation and accessibility, proximity to a skilled workforce and ideation, as well as opportunities for partnerships and collaborations. This comprehensive approach ensured a strategic alignment of potential supply with market needs and optimal site selection.

3. Overview of Study Findings

3.1. Overview of Ecosystem Analysis Findings

Below, we list the five main overall findings from the Ecosystem Analysis. The **slide deck** included as an attachment expands upon these findings and is illustrated with representative quotes.

1. **Many Stakeholders Possess a General Awareness of Brampton's Advantages…BUT Knowledge of Brampton's Specific Innovation Assets is Insufficient and Incomplete.**
2. **Brampton Has a Critical Mix of "Anchor Institutions" Required to Support a Thriving Ecosystem and Strengthening Those Institutional Ties Will Be Critical to Future Growth.**
3. **Medtech is Brampton's Area of Greatest Opportunity, while Start-ups and SMEs Need Space AND Services.**
4. **Phase II of Ontario's Life Sciences Strategy Comes at the Perfect Time.**
5. **Brampton Has a Number of Logical Development Sites**

3.2. Real Estate Analysis Findings

3.2.1 Assessing the Demand

1. **Tenants in the Market**

   CBRE' expectation was that the commercial demand in the GTHA would not justify a new lab development in Brampton. However, the findings revealed a more critical insight. A survey of 118 active lab tenant requirements assessed the needs and potential of Brampton as a home to their business. The results showed a general preference for companies to remain close to their founding location.

   General sentiment aside, 37% of respondents expressed willingness to locate in Brampton if the lab spaces they required and suite of services they were looking for were available to them. With this in mind, the typical R&D tenant desiring this type of offering often lacks capital for build-outs, budget for market rent, and covenants considered financeable by banks. Thus, their demand alone, which is generally immediate in nature, is not enough to justify new construction of lab space.

2. **Key Local Institutions and Industry**

   Building a thriving life sciences ecosystem starts from within and the catalyst to this type of organic growth begins with institutional anchors. Early indications suggest that the new school of medicine will focus on training clinical staff. Toronto Metropolitan University (TMU) needs to incorporate innovation into the facility. Additionally, William Osler Health (WOH) is poised to expand its research operations. The potential for this to be housed in a multi-tenanted facility would serve as a catalyst for collaboration and innovation. The type of space and location for the Brampton Venture Zone (BVZ) is also under consideration. A future location with accessible lab space and a comprehensive suite of services capable of supporting startup programming would be a game changer for Brampton. Institutions like Algoma University and Sheridan College are also exploring expansions in science programming, further complementing this vision. Fostering partnerships between academia and WOH will be critical in developing intellectual property and new companies, ensuring local academic institutions can attract and develop talent. This synergy would bilaterally support both healthcare research and large-scale industry needs, contributing to the growth of Brampton's existing employment base.

   Our study confirmed the presence of viable institutional demand to support the pro forma for the development of a new lab facility in Brampton. The challenge now lies in bringing these key pieces together and bridging the gap between early stage companies and large institutional and industry anchors.

3.2.2 Location Intelligence

1. **Demand and industry clusters**
   Stakeholder engagement revealed a strong sentiment for leveraging Brampton's potential as a corridor of innovation, particularly for the medtech sector. Brampton is home to key industry players like Boston Scientific, Medtronic and MDA. These organizations, along with others, form the foundation for a burgeoning industry cluster. The proximity of these companies and demand from key institutional players creates a natural hub for laboratory and research space.

2. **Transportation and accessibility**
   Brampton's expanding transportation network is a critical asset for the success of a life sciences development as the city looks to expand a sector that does rely on bringing research talent into the city for work. Transit initiatives like the LRT line and expanded GO Train service bringing in skilled professionals from areas like Mississauga and Toronto are important in the early days before local research talent can be organically developed at the expanding institutions.

3. **Proximity to skilled workforce and ideation**
   While Brampton boasts a large, diverse, and skilled workforce, developing research talent and the IP that comes from it is imperative, and this will be done through the institutions that are centrally located in the city. TMU, Algoma, Sheridan College and WOH are the places where this will happen. The presence of ideation hubs like Brampton Venture Zone, The B-Hive, Altitude, and BEC are key components to an ecosystem that facilitates commercialization.

4. **Partnership and collaboration opportunities**
   With the presence of each of the major components, Brampton has the pieces for success, it just needs more interconnectivity between them. academia, healthcare, incubators and industry need to come together and foster research and innovation in Brampton.In particular, if academia and healthcare research can come together into a multi-tenant facility which allows incubation to join, these partnerships and collaborations will be the catalyst that enables Brampton's life sciences sector to step up into the next level.

4. Recommendations

Based upon the findings from our interviews and our real estate analysis, we have formulated a series of recommendations, which we have organized into three overarching categories: (1) Funding, which addresses the financial resources needed; (2) Partnerships and Programs, focusing on potential collaborative efforts that can enhance the impact of the City's life sciences sector; and (3) Infrastructure which pertains to the necessary systems to support the City's

goals more effectively.

Funding

1. **Work with supporters at Queen's Park to ensure that Brampton is a benefactor of Phase II of Ontario's Life Sciences Strategy.**
    a. The City of Brampton should work with supporters at Queen's Park to ensure that Phase II of Ontario's Life Sciences Strategy is flexible enough to accommodate the engineering and "dry labs" the Medtech sector needs - not just the "wet labs" required by biopharma start-ups.
    b. Led by MEDJCT, the Government of Ontario has made a sustained and significant commitment to supporting the creation of new lab infrastructure. A focused, clear and united pitch by Brampton ecosystem leaders - delivered quickly and impactfully - will help position the local community for success.
2. **Identify opportunities to access funding from FedDev.**
    a. The City of Brampton should identify opportunities to access funding from FedDev, based on the agency's previous investments in life sciences.
    b. FedDev is a major funding and partnership player in Ontario and is well-versed in the challenge of insufficient lab space. It may also have insights and access into ISED, which continues to serve as custodian of the federal Biomanufacturing and Life Sciences Strategy (BLSS).

Partnerships and Programs

3. **Raise awareness of the Brampton life sciences ecosystem.**
    a. Develop an integrated marketing platform that highlights the Brampton ecosystem, enabling companies and individuals outside of Brampton to access its key institutions, assets and initiatives.
    b. The local innovation ecosystem would benefit from a single, integrated interface linking partners and investors with local institutions, programs and projects - and providing background data and information on the breadth and depth of the medtech and broader life sciences community.
4. **Encourage collaboration between Brampton's anchor institutions.**
    a. The City of Brampton should encourage collaboration between Brampton's anchor institutions - including WOH, TMU, Algoma, and Sheridan - to foster the growth of early-stage companies by providing support with pre-clinical validation, clinical trials, access to animal facilities, mentorship, and regulatory consultation.
    b. Building a robust pipeline of lab-ready companies is a key element in any strategy focused on attracting new infrastructure investment.

Infrastructure

5. **Work with anchor institutions to determine their ability to integrate their future**

programming into a multi-tenant facility.

a. The City of Brampton should work with anchor institutions to determine their ability to integrate their future programming into a new facility that includes incubation space with the necessary physical traits and a suite of services for the start-up community to advance their commercialization process.

b. A successful infrastructure plan for Brampton's life sciences ecosystem should focus on a phased approach to development, ensuring flexibility and scalability to meet the sector's evolving needs. Phase 1 should prioritize a multi-tenanted facility that integrates academic, healthcare, and industry-led research programming. This facility would include essential features such as incubation space for startups, shared facilities for academic and healthcare operators, and opportunities for commercialization and industry-sponsored partnerships. By fostering collaboration between institutions like TMU, Algoma University, Sheridan College, and WOH, the facility would provide a foundation for innovation and commercialization. Phase 1 of this strategy is exemplified by a conceptual stacking plan included in the long form document that follows.

6. **Encourage institutional labs and research requirements to come together in a collaborative, multi-tenant facility along the Queen Street Corridor.**

    a. Work with anchor institutions to determine their ability to integrate their future programming into a new facility that includes incubation space with the necessary physical traits and suite of services including partnerships for the start-up community to accelerate their commercialization process.

    b. Encourage institutional labs and research requirements to come together in a collaborative, multi-tenant facility along the Queen Street Corridor. CBRE recommends the vacant land in front of Peel Memorial Hospital or downtown Brampton for any new build site, or, if possible, within the TMU Medical School if there is excess space that has yet to be programmed.

Conclusion

The City of Brampton is a significant regional player in Ontario's evolving and expanding life sciences ecosystem. Led by engaged and informed political leadership - and supported by a critical mass of anchor institutions and a purpose-built Medtech Task Force - the City has been strategically positioning itself for future growth.

Despite this momentum, however, the City faces an infrastructure challenge relating to insufficient lab space, which in turn runs the risk of impeding or delaying that same growth. Addressing current and future lab space challenges will require strategic, coordinated and integrated policymaking and stakeholder engagement. Fortunately, Brampton has the civic assets required to develop and deliver the comprehensive plan required to strengthen the community's position as a cornerstone of Ontario life sciences.

We hope our analysis, insights, and recommendations will help guide and support the City as it works with its key partners to capture the opportunities that lie ahead. As we reflect on the work done to date, we would be remiss if we didn't outline several areas that could benefit from further investigation and analysis:

1. While our long form document provides high level costing for building lab space, including both new development and converting existing office space, we are prepared to conduct a separate costing and underwriting analysis that can be tailored to a specific site of Brampton's choice. An exercise of this nature would support the City in achieving the project's long-term goals and their discussions with their institutions as they look to prepare the underwriting for an asset of this nature.
2. As the vision comes together as to what to build and where, CBRE can also further engage with potential anchor tenants - including life sciences companies, academic institutions and healthcare organizations - to refine the facility design and secure pre-leasing commitments. CBRE can also advise the City on developers that could be P3 partners, if required, highlighting the ones that show the most interest in this growing asset class and their ability to deliver a project with this level of sophistication.
3. To help support the broader Brampton ecosystem, we would recommend that Brampton consider formally analyzing and evaluating the recent experience of Kitchener-Waterloo - both to capture relevant "lessons learned" and also improve the City's ability to position itself as a partner of choice.
4. Finally, we would welcome the opportunity to work more closely with the Medtech Task Force to implement and operationalize some of the cluster development initiatives outlined in the pages above.

In closing, we would like to thank the City of Brampton Economic Development Team under the leadership of Martin Bohl for its support, insights and advice over the course of this work. It was a pleasure to work with - and learn from - such a motivated, experienced and passionate group.

Thank you!

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Study Background and Goals

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According to a report published by the Wet Lab Coalition, Ontario lacks essential infrastructure in lab space, which is hindering the growth of the life sciences industry. At the time of the report, the Coalition highlighted that the **GTHA had almost no graduation space to accommodate the demand for company growth**.

In response to an RFP from the City of Brampton, CBRE has partnered with Santis Health to assist the City in **assessing the demand for lab space for start-up and growing life science firms**. This feasibility study aims to **identify the market demand for lab space, the opportunities for partnerships, and the ideal composition of industry players to create a thriving lab environment in Brampton** that supports the development of early-stage companies through a collaborative ecosystem.

Should the demand for lab space in Brampton require new development, CBRE is prepared to carry out a separate costing and underwriting exercise to support the City on the project and its long-term goals.

This work will support:

- Providing insights to help retain start-up companies in Brampton and Ontario
- Realizing the investments being made in the Innovation District and with innovation stakeholders
- Helping develop a talent pool for growing firms
- Brampton's ability to be part of the future growth as a result of The Ontario Life Sciences Strategy

This study aims to provide insights using two approaches:

1) Ecosystem Analysis
2) Real Estate Analysis

Study Approach

Study Approach: (a) Ecosystem Analysis

Semi-structured interviews:

1-hour semi-structured **interviews.**

Target groups: Government, Healthcare, Academia, Industry, Local Healthcare, and Ecosystem Partners

27 Completed Interviews

2 Declined / Non-Responsive Interviews

We provided interviewees with overall questions in advance.

Overall interview questions:

1. *What is the current state of lab space in Brampton?*
2. *Do you feel Brampton has the pieces/components for a thriving life sciences ecosystem?*
3. *What is the optimal location for new lab space in Brampton?*
4. *What would success look like for lab space in Brampton in 2-5 years?*

Stakeholders Engaged

Government (n=2), **Academia** (n=3), **Industry** (n=12), **Ecosystem partners** (n=9), **Local Healthcare** (n=1)

Study Approach: (b) Real Estate Analysis

Assessing the Demand

Determine the estimated **demand for laboratory space** and evaluate its **viability**.

1) Market outreach through CBRE's proprietary "Tenants in the Market" list
2) Establish any demand from key local institutions and assess their needs

Location intelligence

To identify the **ideal location for a thriving life science asset** we analyzed the following criteria:

1) Demand and industry clusters
2) Transportation and accessibility
3) Proximity to skilled workforce and ideation
4) Partnership and collaboration opportunities

Overview of Study Findings

Overview of Ecosystem Analysis

Our Research Generated 5 Key Insights

1. Many Stakeholders Possess a **General Awareness of Brampton's Advantages**…**BUT Knowledge** of Brampton's Specific Innovation Assets **is Insufficient and Incomplete**

2. Brampton Has the **Critical Mix of "Anchor Institutions"** Required to Support a Thriving Ecosystem and **Strengthening Those Institutional Ties** Will Be Critical to Future Growth

3. **MedTech** is Brampton's **Area of Greatest Opportunity,** while Start-Ups and SMEs Need **Space AND Services**

4. **Phase II of Ontario's Life Sciences Strategy** Comes at the Perfect Time

5. Brampton Has a Number of **Logical Development Sites**

1. Many Stakeholders Possess a General Awareness of Brampton's Advantages…BUT Knowledge of Brampton's Specific Innovation Assets is Insufficient and Incomplete

- **Brampton's location**, in the Toronto and Kitchener-Waterloo corridor, makes it attractive for medical innovation and talent access.
- Brampton offers **more affordable real estate** compared to neighbors.
- **Close proximity to key partners** enables engagement among healthcare professionals, academic institutions, and startups.
- Significant **political will** exists in Brampton to develop the life sciences sector.
- However, many stakeholders outside Brampton are **uninformed about its strengths and unsure** what differentiates the city in this sector.

> *Physical proximity is key in the context of how you sort of package it together and don't create an island unto yourself …but leverage it*

> *Brampton has political will, it is a less tangible piece but that is huge. It's really important because that would accelerate the development of this.*

> *I was doing some Googling to try and understand if there was any sort of centralized repository of assets that are available but I could not find it*

> *I know the medical school is coming but other than that, no.*

2. Brampton Has the Critical Mix of "Anchor Institutions" Required to Support a Thriving Ecosystem and Strengthening Those Institutional Ties Will Be Critical to Future Growth

Partnerships with key stakeholders are essential **for driving innovation and providing resources**.

Medical and academic institutions can provide **resources**, such as Principal Investigators (PIs) and access to patient populations **for preclinical studies**.

Existing collaborations between startups, hospitals, and research institutions **need better integration** to provide access to lab spaces, product validation, and equipment.

The **need for streamlined processes** in place was emphasized **for a successful collaboration** in Brampton.

> *It would be great if the city would work collaboratively with the medical school to try to get funding from the FedDev regional development innovation program.*

> *The medical school at TMU would be a great collaborative partner so that clinicians at the Med school would be on site as PIs to help access the patient population.*

> *Success looks like an integrated partnership with hospital researchers and the industry working together to achieve the impossible. To improve the health of the Brampton community through partnership, through collaboration, through an integrated approach, rather than everybody working in their own buildings with their own interests.*

> *There needs to be more of a streamlined pathway that makes sense so that it's a bit less segregated*

3. MedTech is Brampton's Area of Greatest Opportunity, while Start-Ups and SMEs Need Space AND Services

Brampton's medtech sector as its key strength in contrast with the biotech sector.

- There is currently **no incubator or accelerator** in the region for MedTech companies in areas such as **quality management systems and regulatory needs.**
- Biotech potential exists in oncology and mental health, supported by clinical research **capabilities at William Osler.**

Companies need space and services

- Early-stage MedTech companies in Brampton **need clear processes and guidance** to navigate **commercialization.**
- There is a lack of **high-caliber mentors and regulatory advice.**
- Startups struggle with **funding for pre-clinical trials and pilot studies**, making it difficult to enter new ecosystems effectively.

> *If Brampton decides to take a Medtech angle, they have to make sure it's complementary to whatever neighbors are doing. It is important to recognize what's their strength.*

> *It might be that a coalition of those big medtech companies in Brampton gets formed.*

> *So far we haven't had access to that caliber of mentor. We're looking for mentors that have been in the Medtech space for Class 2 devices.*

> *The problem is to commercialize the technology, and commercialize an idea requires a very different skill set. Research groups are usually not good at that.*

4. Phase II of Ontario's Life Sciences Strategy Comes at the Perfect Time

October 15, 2024: Announcement of **Phase II of Life Sciences Strategy**

- The Strategy focuses on promoting innovation, increasing investments, and advancing research to strengthen the province's position as a global leader in biomanufacturing and health sciences.
- The Strategy came with an **investment of $146 million**. Some of the investments include:

  - Up to **$46 million** for the Ontario Biosciences Research Infrastructure Fund, to help **boost research capacity** at **academic institutions and research hospitals**.
  - **$15 million** for a new wet labs program to to make it easier for companies to **access lab spaces**.
  - **$40 million** from the Venture Ontario Fund to **support venture capital for Ontario-based life sciences companies and biomanufacturers**.

- Phase II promises a **new Health Innovation Pathway**, aimed to **streamline and simplify access** for health care organizations **to adopt groundbreaking technologies** with the priority to support Ontario-based innovations.

5. Brampton has a Number of Logical Development Sites

The clustering of research significantly impacts the proclivity for innovation and Brampton's foundational building blocks are the gravitational pull for future laboratory assets**, making the Queen St corridor between downtown and Bramalea Civic Centre the key area of interest**.

- Downtown possesses the "B-Ecosystem" in the Innovation District, including the BEC, BVZ and B-Hive, as well as the presence of **Algoma University and their continued expansion** into health sciences
- The **land on Queen Street directly in front of Peel Memorial Hospital and William Osler's research operations** presents a great opportunity to have clinical services at your doorstep
- The **TMU Medical School at Bramalea Civic Centre** presents an opportunity for ideation to turn into IP if innovation is part of the programming

All three areas present strengths from an ecosystem building standpoint, but possess development hurdles that would need to be overcome for a project to advance.

Assessing the Demand

Tenants in the Market

CBRE entered into the project with an expectation that the commercial demand it had been tracking throughout the GTHA would not justify a new lab development in Brampton. While that assumption wasn't proven to be wrong, **we found something that proved to be far more critical**.

118 active tenant requirements were surveyed on both their requirement status and asked the question of **"what about Brampton"**....unsurprisingly, **results were mixed**

General sentiment was **a desire to stay close to where the company was founded** due to existing employee bases and founder participation in ongoing institutional work, however, 37% of respondents indicated that they would consider making the **move to Brampton if the lab space and support services they require exist there**

It should be noted that these companies are generally looking for turnkey space and don't have the capital for build-outs, budget for market rent based on cost, nor **covenants that would be deemed "bank financeable"**

The question that needed to be answered was whether or not the type of tenant demand that can support the underwriting of a new development existed. We found that the **viable institutional demand to support a development pro forma seems to exists from within Brampton**…..the question then is, how do we bring that together?

Key Local Institutions and Industry

As mentioned, the project initially assumed that lab demand external to Brampton was the key factor to growing the sector, however, the City needs to **build the environment that not only attracts, but more importantly, fosters from within**…building this starts with the needs of the institutional anchors.

Early indications for the new school of medicine are that it will be focused on training clinical staff…**TMU needs to have innovation planned into that facility**

WOH needs to expand their research operations and if this can be done as part of a multi-tenanted facility, this would be a catalyst for innovation and collaboration

Both the location and space needs at BVZ are under consideration….**if lab space was accessible, it would support start-up programming and provide a key component in the "suite of services"**

Both **Algoma University and Sheridan College are expanding** science programming and could be a piece of the puzzle

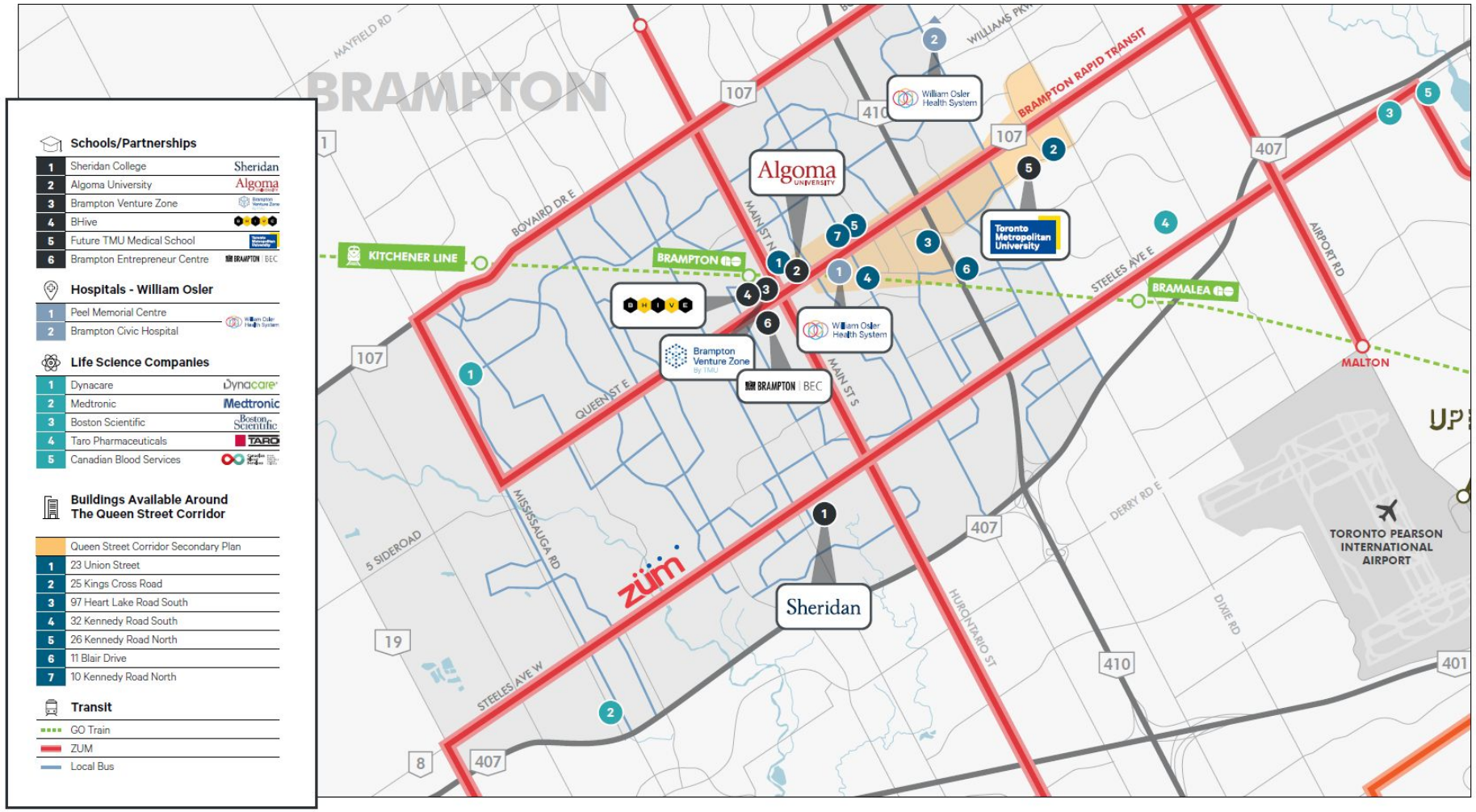
Fostering a research partnership between academia and WOH will develop IP and new companies. Ensuring local **academic institutions develop talent** to support both healthcare research and large-local industry needs, will grow the existing employment base in Brampton.

Location Intelligence

Location Intelligence

After extensive stakeholder engagement, the sentiment was clear as to the corridor of innovation and opportunity for lab assets to support sector growth.

"The proximity to universities, hospitals, and transit hubs (like GO Transit and the upcoming LRT) should play a key role in determining the location for a life sciences development"



Schools/Partnerships

1	Sheridan College	Sheridan
2	Algoma University	Algoma
3	Brampton Venture Zone	
4	BHive	
5	Future TMU Medical School	
6	Brampton Entrepreneur Centre	BRAMPTON | BEC

Hospitals - William Osler

1	Peel Memorial Centre	
2	Brampton Civic Hospital	

Life Science Companies

1	Dynacare	Dynacare
2	Medtronic	Medtronic
3	Boston Scientific	Boston Scientific
4	Taro Pharmaceuticals	TARO
5	Canadian Blood Services	

Buildings Available Around The Queen Street Corridor

	Queen Street Corridor Secondary Plan
1	23 Union Street
2	25 Kings Cross Road
3	97 Heart Lake Road South
4	32 Kennedy Road South
5	26 Kennedy Road North
6	11 Blair Drive
7	10 Kennedy Road North

Transit

	GO Train
	ZUM
	Local Bus

Location Intelligence - Facilities Heat Map

When CBRE used heat map intelligence to represent the concentration of key institutions, that further supported the Queen Street Corridor as the most logical location.

Potential Sites - Site Scores

1) Around Downtown Brampton

   Ecosystem Score: **200**/200
   Transit Score: **199**/200

2) Around Peel Memorial Research Lands

   Ecosystem Score: **200**/200
   Transit Score: **194**/200

3) Around TMU New Medical School

   Ecosystem Score: **197**/200
   Transit Score: **156**/200

4) CoB Designated Land by Bramalea GO

   Ecosystem Score: **156**/200
   Transit Score: **200**/200

Schools/Partnerships

1	Sheridan College	Sheridan
2	Algoma University	Algoma
3	Brampton Venture Zone	
4	BHive	
5	Future TMU Medical School	
6	Brampton Entrepreneur Centre	BRAMPTON | BEC

Hospitals - William Osler

1	Peel Memorial Centre	William Osler Health System
2	Brampton Civic Hospital	

Life Science Companies

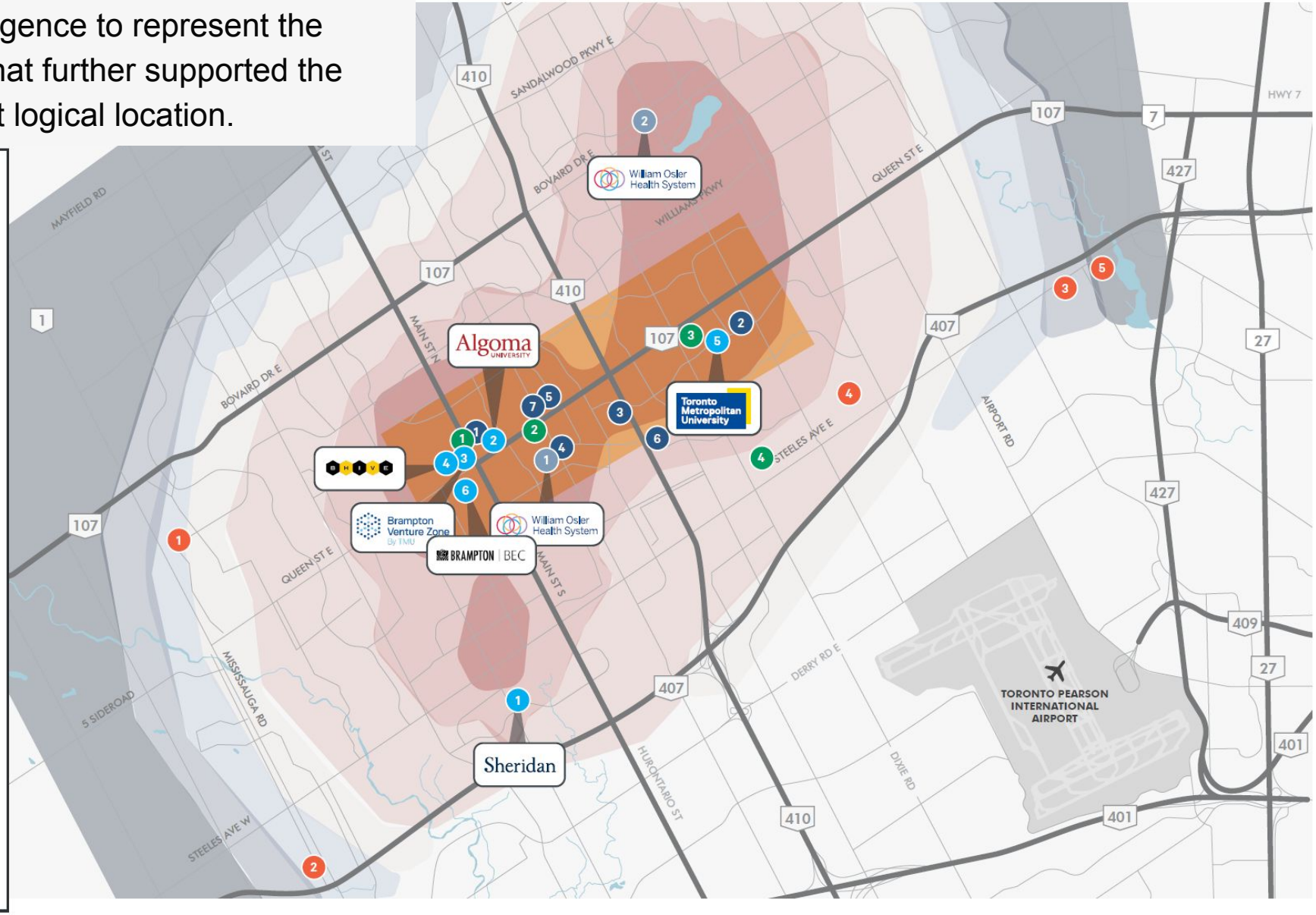
1	Dynacare	Dynacare
2	Medtronic	Medtronic
3	Boston Scientific	Boston Scientific
4	Taro Pharmaceuticals	TARO
5	Canadian Blood Services	

Buildings Available Around The Queen Street Corridor

	Queen Street Corridor Secondary Plan
1	23 Union St
2	25 Kings Cross Rd
3	97 Heart Lake Rd S
4	32 Kennedy Rd S
5	26 Kennedy Rd N
6	11 Blair Dr
7	10 Kennedy Rd N

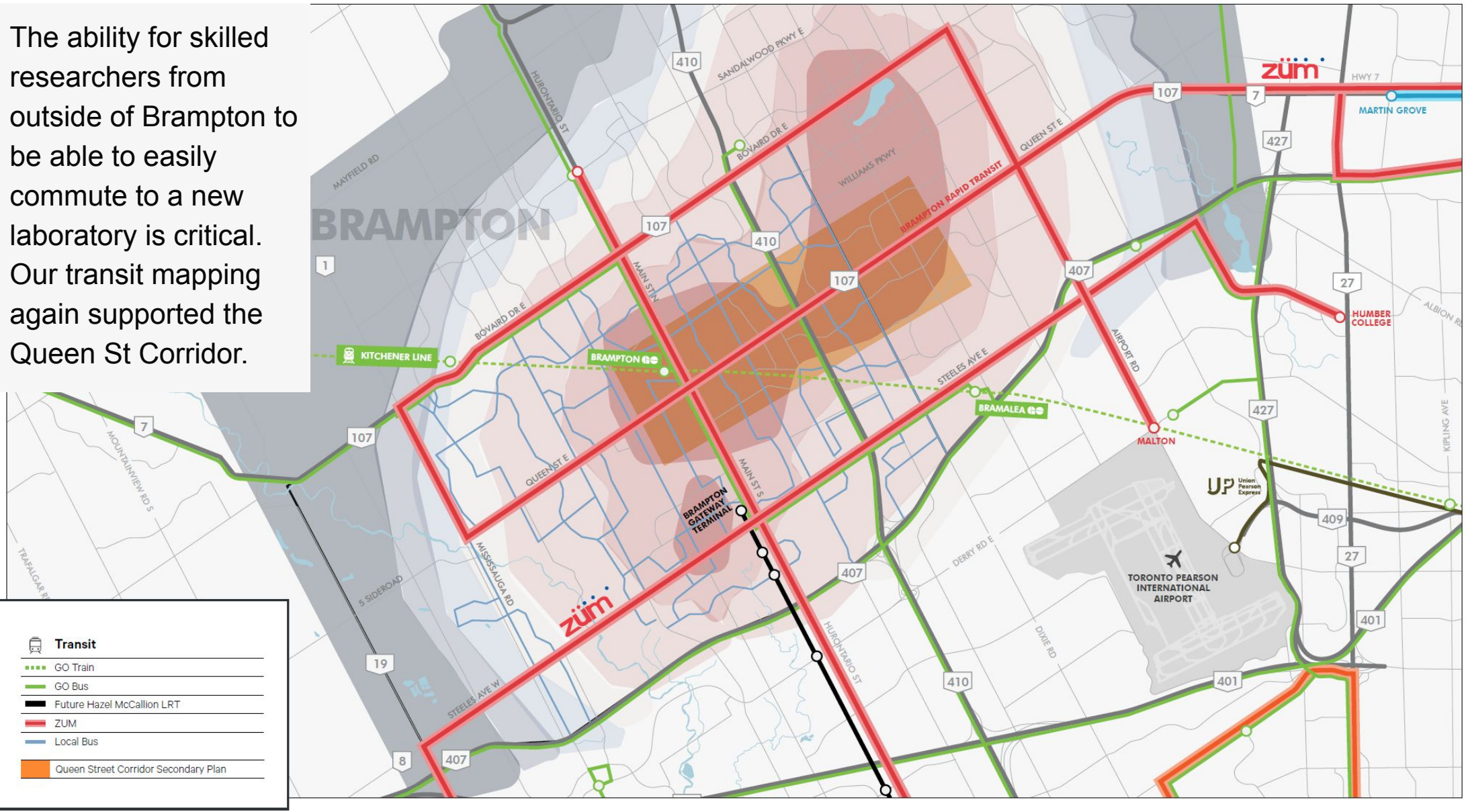
Potential Sites

1	Around Downtown Brampton
2	Around Peel Memorial Research Lands
3	Around TMU New Medical School
4	CoB Designated Land by Bramalea GO



Location Intelligence - Transit Heat Map

The ability for skilled researchers from outside of Brampton to be able to easily commute to a new laboratory is critical. Our transit mapping again supported the Queen St Corridor.



Costing Analysis

CBRE has also provided high level costing to assist with future underwriting.
A couple of items to note:

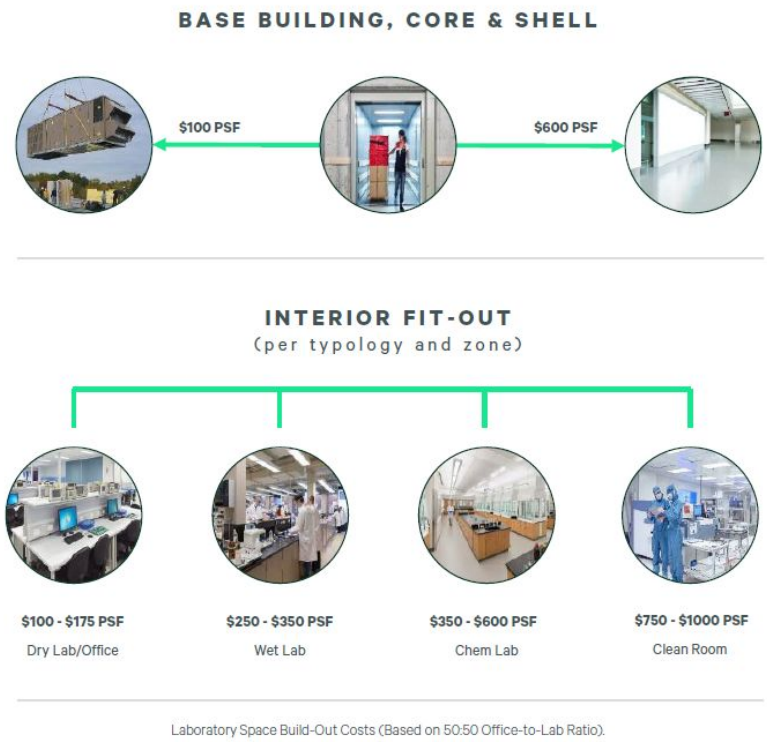
- The table for base building, core and shell, outlines the costs to deliver a “white box space” with your easiest conversion being on the low end and your design build (excluding land costs) being on the high end
- The example provided below assumes a conversion of existing office space in the “mid-range” of base building costs and a 50/50 split of lab to office space

Example Assumptions:

Total Size:
15,000 sq. ft.

Dry Lab/Office (50%):
7,500 sq. ft.

Wet Lab (50%):
7,500 sq. ft.



Conversion Work	Cost Per Sq. Ft.	Total Cost
Base Building + supplementary HVAC + backup and additional power + shipping/receiving & freight elevator alterations	$350	$5,250,000
Dry Lab/Office + office fit-out (reception, kitchen, meeting rooms) + climate-controlled storage + benching	$150	$1,125,000
Wet Lab + plumbing upgrades & glassware washer + biosafety cabinets + laboratory casework + freezer rooms	$275	$2,062,500
		$8,437,500
	Overall Cost Per Sq. Ft. =	**$562.50**

Successful Outcome

What a Successful Outcome Looks Like

Two phases of development are required in a long term vision:

- Phase 1 should be a multi-tenanted facility which brings academic and healthcare research together and will give organic IP and early stage companies a place to germinate
- Phase 2 would be a larger facility where companies can expand when they've outgrown the phase 1 facility

> *An integrated partnership between institutional researchers and industry, working together to achieve the impossible. So, whether it be cures, drugs or medical devices, improve the health of the Brampton community through partnership, through collaboration, through an integrated approach, rather than everybody working in their own buildings with their own interests.*

Phase 1- Stacking Plan

**potential construction – partnership and affiliations are conceptual*

Recommendations

Preliminary Recommendations

Overview

Our recommendations are clustered into 3 broad buckets:

Funding

1) Work with supporters at Queen's Park to ensure that Phase II of Ontario's Life Sciences Strategy is flexible enough to accommodate the engineering and "dry labs" the Medtech sector needs - not just the "wet labs" required by biopharma start-ups.
2) Identify existing and new opportunities to access funding from FedDev, based on the agency's previous investments in life sciences.

Partnerships and Programs

3) Develop an integrated marketing platform that highlights the Brampton ecosystem - and clearly communicates how to access its key institutions, assets and initiatives.
4) Collaborate with Brampton's anchor institutions - including WOH, TMU, Algoma, and Sheridan - to foster the growth of early-stage companies by providing support with pre-clinical validation, clinical trials, access to animal facilities, mentorship, and regulatory consultation.

Infrastructure

5) Work with anchor institutions to determine their ability to integrate their future programming into a new facility that includes incubation space with the necessary physical traits and suite of services including partnerships for the start-up community to accelerate their commercialization process.
6) Encourage institutional labs and research requirements to come together in a collaborative, multitenant facility along the Queen Street Corridor. CBRE recommends the vacant land in front of Peel Memorial Hospital or downtown Brampton for any new build site, or, if possible, within the TMU Medical School if there is excess space that has yet to be programmed.

Conclusion

Key Insights

1) Brampton is a vital player in Ontario's life sciences sector, with strong political leadership and strategic initiatives like the Medtech Task Force.
2) Limited lab space poses a risk to sustaining momentum and achieving growth potential.
3) Brampton has the civic assets to address these challenges through integrated policymaking and stakeholder collaboration.

Potential Next Steps

1) CBRE is prepared to help the City conduct tailored costing and underwriting analysis for lab space development (new build/conversion).
2) CBRE has also volunteered to further engage with potential anchor tenants including: life sciences companies, academics, and healthcare organizations.
3) CBRE can also advise the City on P3 partners, to help secure pre-leasing commitments and identify suitable developers.
4) We recommend the City analyze and evaluate Kitchener-Waterloo's experience to capture lessons and enhance their positioning.
5) Collaborate with the Medtech Task Force to operationalize some cluster development initiatives outlined in our findings.

Acknowledgement:

We would like to thank the City of Brampton Economic Development Team, led by Martin Bohl, for their partnership and support.

Appendix

Stakeholders Engaged - *Government & Industry*

Name	Title	Organization
Government		
Steve Ganesh	Advisor to the Commissioner of Planning, Building and Growth Management Department	City of Brampton
Carolyn Crozier	Manager, Office of the Commissioner, Planning Department	
Haider Hayat	Advisor, Office of the Commissioner, Planning Department	
Stephen Bahnesli	Senior Account Executive, Life Sciences	Ministry of Economic Development, Job Creation and Trade
Industry (I)		
David Wyatt	SVP Retail	Morguard
Christine Cote	Vice President, Development	
Vito Ciciretto	President and CEO	Dynacare
Georgette Zinaty	Chief of Staff	Myant Corp

Stakeholders Engaged - *Industry (cont.)*

Name	Title	Organization
Industry (II)		
Vincci Wilson	Vice President, Development,	Northwest REIT
Melissa Bruzzese	Vice President, Development	RioCan
Peter Nikolakakos	Executive Vice President, Development and Planning	First Gulf
Saumik Biswas	CEO, President, and Founder	Tenomix
Andreas Wegner	Vice President, Head of Manufacturing	Taro
Jerzy Zadykowicz	Research and Innovation	
Andrea Moore	Director Supply Chain Operations, East	Canadian Blood Services
Alison Smith	CSO	Roga Life
Ken Spears	General Manager and Vice President	Boston Scientific
Chris Bermingham	Sr Manager, Medical Education	
Tim Dutton	Director Corporate Affairs	Intellijoint surgical

Stakeholders Engaged - *Academia*

Name	Title	Organization
Academia (I)		
Brian Leahy	Director, External Community Relations	Algoma University
Istvan Imre	Associate Vice President, Academic and Continuing Education	
Nauman Khan	Associate Vice President, External Relations,	Sheridan College
Michael F. O'Leary	Dean, Faculty of Applied Health & Community Studies	
Lorie Banhaon	Manager Capital Projects	
Harinder Malhi	Director, Government & Community Relations	
Teresa Chan	Founding Dean of the TMU School of Medicine, Vice-President, Medical Affairs	TMU School of Medicine
Steven Liss	Vice-President, Research and Innovation	

Stakeholders Engaged - *Academia and Ecosystem Partners*

Name	Title	Organization
Local Healthcare		
Cathy Renaud	Vice President, Facilities Operations and Capital Development	William Osler Health System
Ecosystem Partners (I)		
Amy Swanson	Vice-President	Medtech Canada
Larry Arshoff	President, Diagnosis, Solutions & Results	
Fardan Khan	Manager, Venture Programs	Zone Learning, Brampton Venture Zone
John MacRitchie	Assistant VO	
Usha Srinivasan	Director	

Stakeholders Engaged - *Ecosystem Partners (cont.)*

Name	Title	Organization
Ecosystem Partners (II)		
Graeme Cooke	Investment Attraction	Toronto Global
Sean Coates	Senior Advisor, Government Relations	
Sen Sachi	Operator & Community Builder	Toronto Business Development Centre
Parimal Nathwani	Member of Board of Directors	TIAP
Bill Mantel	Director	Centre for the Commercialization of Regenerative Medicine
Jason Field	President and CEO	Life Sciences Ontario
Maura Campbell	President and CEO	OBIO
Pam Banks	Executive Director	Altitude Accelerator

Thank you, and for further questions or follow up please contact:

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